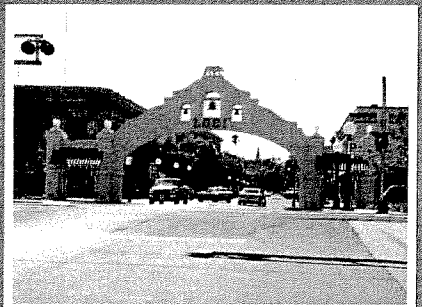




# Lodi General Plan Update PROPOSAL



*Submitted to:*  
City of Lodi  
Community Development Department

April 24, 2006

*Submitted by:*

**Mintier** Design  
& Associates Community &  
PLANNING CONSULTANTS Environment

*In association with:*

Fehr & Peers  
Nolte  
BAE

**RECEIVED**  
APR 24 2006  
COMMUNITY DEVELOPMENT DEPT.  
CITY OF LODI

# PROPOSAL

CITY OF LODI GENERAL PLAN UPDATE



APRIL 24, 2006

*SUBMITTED TO:*

CITY OF LODI  
COMMUNITY DEVELOPMENT DEPARTMENT

*SUBMITTED BY:*

MINTIER & ASSOCIATES  
DC&E

*WITH ASSISTANCE FROM:*

FEHR & PEERS  
NOLTE  
BAE

## Cover Letter

April 24, 2006

Randy Hatch  
Community Development Director  
Community Development Department  
City of Lodi  
221 West Pine Street  
Lodi, CA 95241-1910

**RE: City of Lodi General Plan Update – Proposal**

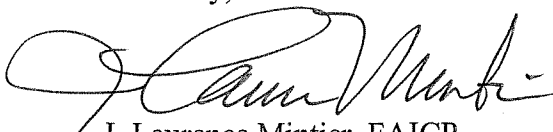
Dear Randy,

Mintier & Associates and DC&E are pleased to submit this proposal to prepare the City of Lodi's General Plan Update and Environmental Impact Report. In response to your request for proposals (RFP), we assembled a multi-disciplinary team of firms with strong technical credentials, extensive experience, and local knowledge of Lodi and San Joaquin County. Our team also includes Fehr & Peers, Nolte, and BAE.

Having prepared over 40 general plans, Mintier & Associates is one of the foremost experts on preparing general plans in California. Mintier & Associates has also been highly successful in preparing general plan updates for many Central Valley communities, including the cities of Ceres, Dixon, Galt, Lincoln, Newman, Patterson, Redding, Sacramento, Tulare, West Sacramento, Wheatland, Winters, and Woodland and the counties of Butte, Fresno, Madera, and Tulare. Through these general plan updates, Mintier & Associates has developed a deep understanding of the agricultural, economic, environmental, and social issues facing Central Valley communities. In addition, Mintier & Associates is very familiar with the City of Lodi having worked on the City's Zoning Ordinance, Housing Element, and 1991 General Plan.

We have prepared a proposal that meets the City's needs and objectives as described in the RFP. We look forward to presenting our proposal and qualifications to you face-to-face, and ultimately, to working with the City once again on another successful project. If you have any questions or require additional information regarding the content of our proposal, please do not hesitate to contact me at (916) 446-0522 or [mintier@jlmintier.com](mailto:mintier@jlmintier.com).

Sincerely,



J. Laurence Mintier, FAICP  
Managing Principal



## Table of Contents



## TABLE OF CONTENTS

**Executive Summary..... 1-1**

**Qualifications..... 2-1**

**Approach (Scope of Work)..... 3-1**

**Budget . .... 4-1**

**Schedule. .... 5-1**

### **Exhibits/Attachments**

Mintier & Associates

DC&E

Fehr & Peers


Nolte

BAE

## Executive Summary

Lodi is a unique Central Valley community. It has a compact urban form with an intact, walkable downtown that is the envy of most Valley communities. Its edges are defined by a greenbelt of vineyards. The physical form of Lodi today is largely the result of community pride and a deliberate managed-growth philosophy. Our team proposes to build on these assets: first, by understanding these assets; second, by working with the community to create a contemporary policy framework that enhances these assets; and third, by building an implementation strategy to help ensure the community vision developed through the General Plan Update is carried over time.

## Focus of the General Plan



State planning law sets out a minimum menu of topics to be addressed in any general plan: land use; transportation; housing; conservation; open space; noise; and safety. Within this framework, we believe that Lodi's General Plan will focus on several key policy themes, including:

- Protecting and enhancing the compact, walkable scale of Lodi, particularly downtown.
- Promoting a healthy local economy that continues to create jobs in traditional agriculture, value-added agriculture, knowledge industries, manufacturing, and the service sector.
- Establishing a greenbelt/community separator that reinforces the separate and unique identity of Lodi and preserves the scenic surroundings of the city.
- Ensuring the provision of adequate and cost-effective infrastructure.
- Ensuring equitable City investment among neighborhoods.
- Monitoring and metering growth to protect community character and to facilitate infrastructure expansion.
- Ensuring the fiscal health of City government.



## Update Process

We propose a General Plan Update process that includes the following major components:

- Project Initiation
- Summary of Existing Conditions and Trends
- Community Vision
- Land Use and Policy Alternatives
- General Plan Goals and Policies
- Program EIR
- Public Review
- Comprehensive Action Program
- Plan Adoption

The General Plan Update will be organized around key decision points during the two-year Update process.

## Community Outreach

We are proposing a robust program of community outreach to provide every resident of Lodi multiple avenues and opportunities to help shape the new General Plan. We are proposing a program that includes the following components:

- Stakeholder Interviews
- Media Outreach
- Project Website
- Newsletters
- Community Workshops
- Joint City Council/Planning Commission Study Sessions
- Public Hearings
- Translation Services
- Press Releases and Media Contacts

The activities will focus on key decision points in the update process, such as the Community Vision and General Plan Alternatives phases.



The Approach section on Community Outreach also includes a number of optional outreach efforts that the City may want to consider for this Update.

## Useful and Readable Documents

We are committed to producing documents in the General Plan Update that are well written and graphical. We understand that the documents must be attractive and accessible to the general public, while useful to City staff and decisionmakers in making consistency findings and guiding day-to-day decisions for implementing the General Plan.

## Project Management

We believe the key to successful project management is significant involvement of consulting principals, assignment of capable consulting team staff to the project at all levels, and frequent communication between the consulting team and City staff. To this end, we will commit a significant amount of principal time to managing the project and assuring quality control. We will also assign highly qualified staff to every aspect of the project. The Consultants will serve as an extension of City staff by preparing public notices, agendas, staff reports, and meeting minutes. Finally, we propose frequent regular meetings and/or conference calls with the consulting team and City staff for project status reports and problem-solving.

## Why Choose Us?

We understand that the City of Lodi is reviewing proposals from several qualified planning consultants for the General Plan Update. Why should the City select our Team for this important project? We feel that our Team offers numerous advantages that will ensure the best value and product for the City.



## **GENERAL PLAN EXPERIENCE**

Mintier & Associates and DC&E combined have consulted on over 50 general plan updates for cities and counties throughout Northern California.

## **LOCAL EXPERIENCE**

All of the consultant team members have worked extensively in Central California. Mintier & Associates has managed and prepared general plans for the Cities of Stockton, Manteca, Ripon, Galt, and Sacramento, to name just a few. DC&E has prepared general plans for the Cities of Tracy, Newman, and Livermore. Fehr & Peers has performed extensive traffic analysis for the Cities of Manteca, Tracy, and Stockton. Nolte has prepared master plan documents for the City of Lathrop, a master facilities plan for the Bruinville Area (City of Riverbank) and a facilities implementation plan for the City of Manteca. BAE has performed economic analysis for the Cities of Newman and Tracey, and consulted on the Stockton Waterfront Revitalization Action Plan.

## **TEAM EXPERTISE AND TECHNICAL CAPABILITIES**

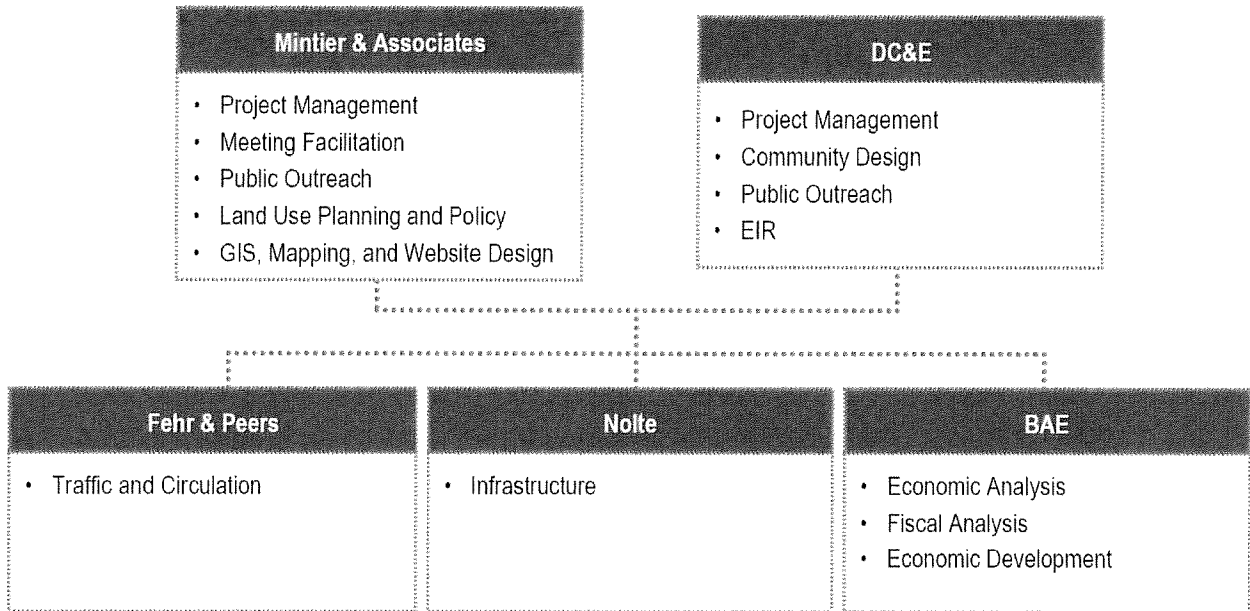
The team we have assembled brings to this project deep expertise in general planning, planning and land use law, transportation, infrastructure, environmental resources, economic analysis and development, community design, and community outreach. We also offer extensive graphics, public facilitation, GIS, and mapping capabilities. A summary of each team member's firm qualifications, personnel, and relevant experience appears in Appendix A through E.

## **PREVIOUS TEAMING EXPERIENCE**

Most of the Team members have in the past or are currently working with other team members in various combinations on a variety of projects, including general plan updates for Stockton, Sacramento, Tracy, Livermore, and Newman.

## TEAM ORGANIZATION AND ROLES

The following chart shows the organization of the various Team members for the general plan update.



As prime contractor, Mintier & Associates has exceptional qualifications and capabilities that make us suited to lead this General Plan Update effort, including the following:

### Extensive general plan experience

- More experience in preparing general plans in Northern California than any other consulting firm
  - Prepared over 40 general plan updates statewide
  - Prepared 5 general plan update work programs
- Extensive experience preparing general plans in greater Sacramento area
- Extensive Lodi experience;
  - Worked on the Zoning Ordinance, Housing Element, and 1991 General Plan
- 3 American Planning Association awards in the last four years





**Extensive project management experience**

- Experienced project managers
- Active participation of firm principals

**Best policy writers in the business**

**Local firm**

- Local knowledge
- Lower travel costs

**Small firm with little turn-over**

**Strong firm-client relationship**

- Attentive to client's needs
- Concern for the schedule/budget

**Knowledge of current issues/trends**

- Smart Growth/New Urbanism
- SACOG Blueprint (3 current general plan updates)
- Form based codes
- Changing legal requirements
- Visioning process

**Proficiency with cutting-edge technology**

- Computer mapping/GIS
- PLACE<sup>3</sup>S modeling
- Desk-top publishing
- 3-D modeling
- Aerial photo animation
- Video editing
- Computer graphics

**Extensive public outreach experience**

- Visioning
- Community workshops
- Advisory committees
- Interactive websites
- Attractive and informative newsletters (hard copy and electronic)
- Mailing list/e-mail database management

## Qualifications

## MINTIER & ASSOCIATES QUALIFICATIONS

# MINTIER & ASSOCIATES QUALIFICATIONS

## Firm Description

Mintier & Associates is a Sacramento-based planning consulting firm specializing in development, land use, and environmental issues. The firm's clients include public agencies, development companies, and law firms. Mintier & Associates has been involved in approximately 40 comprehensive general plan updates and close to 40 housing elements.

Mintier & Associates' responsibilities for this General Plan Update would include the following:

- Project management
- Meeting facilitation
- Public outreach
- Land use planning and policy
- GIS/mapping

## Key Personnel

### Larry Mintier, FAICP, Managing Principal

Larry Mintier is owner and managing principal of Mintier & Associates, a planning consulting firm created in 1985. As principal of Mintier & Associates, he has worked for over 75 public agencies and over 50 private clients and law firms. Mr. Mintier has supervised his firm's work in preparing over 40 general plans, specific plans, and master plans; over 30 housing elements; a half dozen zoning and subdivision ordinances; and numerous other special studies and projects. Many of these projects involved managing multi-disciplinary teams and the preparation of environmental impact reports.

Mr. Mintier is a frequent lecturer and panelist on State law and local planning practice and teaches regularly for various University of California Extension programs. He also has been retained over 25 times as a consultant and expert witness in land use litigation.



Prior to establishing Mintier & Associates in 1985, Mr. Mintier worked for the Governor's Office of Planning and Research, specializing in planning, land use, and environmental issues. There he directed the preparation of California's 1980 *General Plan Guidelines* and 1982 revisions. Mr. Mintier also directed other major projects including the 1981 Symposium on California Planning Law, annual surveys of local planning programs, and guidelines for local implementation of the California Coastal Act.

Prior to joining the Governor's Office, Mr. Mintier worked as a planner for the City of Napa. His international experience includes consulting positions with the International Labor Organization and the United Nations Research Institute for Social Development in Geneva, Switzerland.

**Jim Harnish, JD, Principal**

Jim Harnish has thirty-five years of experience in land use and environmental planning. He is also an attorney with extensive experience in regulatory and environmental compliance. He has managed large organizations for both public agencies and private consulting firms. He is familiar with every aspect of the local government planning process and regulatory environment.

Mr. Harnish has a wide range of professional skills. He is very effective interacting with staff, elected officials, and large groups of people. He has extensive experience in public outreach and consensus building. He relates well to a broad spectrum of people and has an understanding of competing community interests, making him an effective problem solver.

His broad experience, in both the public and private sector, in land use planning, regulatory codes and ordinances, permit processing, environmental analysis, toxics and hazardous materials, wetlands and endangered species, and legal analysis enables Mr. Harnish to bring a wealth of experience to every project. Mr. Harnish also has extensive experience in supervising large planning staffs and managing interdisciplinary consultant teams on complex planning projects.



Mr. Harnish has managed or prepared General Plans for the cities of Alturas, Healdsburg, South San Francisco, Galt, and Wheatland and the county of Modoc. He has prepared community or specific plans for Carmichael (Sacramento County), Fair Oaks (Sacramento County), Airport/Meadowview (Sacramento), Martis Valley (Placer County) Gold Rush Ranch and Golf Resort (City of Sutter Creek), and the Southwest Live Oak Specific Plan. He has prepared zoning ordinance revisions or updates for the cities of Roseville, Galt, Folsom, Santa Rosa, and South San Francisco, Kern County, and the Mountain House New Town in San Joaquin County.

He has conducted critical third party review of dozens of environmental documents and managed the preparation of numerous EIRs and negative declarations. As Environmental Coordinator for the city of Sacramento, he led the restructuring of the city's environmental review procedures. He has worked extensively with State and Federal regulatory agencies in creating and negotiating Habitat Conservation Plans (Coalinga), 404 permits, and wetland mitigation plans.

Mr. Harnish's most recent projects include General Plan updates for the cities of Sacramento, Galt, and Wheatland, the South Sacramento Community Plan update, the city of Woodland Permanent Urban Limit Line Study, Sacramento County Zoning Ordinance revisions to implement Design Guidelines, peer reviews of CEQA documents for Merced County, and preparation of the Gold Rush Ranch and Golf Resort and the Southwest Live Oak Specific Plans.

**Derek DiManno, AICP, Senior Project Manager**

Derek DiManno is a Senior Project Manager with Mintier & Associates. He specializes in land use planning and policy, housing, and computer applications. For the past nine years at Mintier & Associates, he has worked on a number of projects including general plans, specific plans, housing elements, zoning ordinances, and various special land use studies.

Mr. DiManno has considerable experience working in the Central Valley, the Bay Area, and on the North Coast. He has been a major contributor to several general plan update programs including the



counties of Del Norte, Fresno, and Lake, and the cities of Crescent City, Fortuna, Half Moon Bay, Lincoln, Redding, Tulare, and Union City. He has also worked on nine housing element updates. All the adopted housing elements have been certified by the Department of Housing and Community Development. Mr. DiManno has extensive project management experience, having been the project manager on over ten general plan updates, housing element updates, and specific plans.

**Rik Keller, Associate**

Rik Keller is an Associate with Mintier & Associates. He specializes in land use planning and policy analysis, housing, transportation, data analysis, site analysis and design, and computer mapping. Mr. Keller has extensive practical experience, including positions with a diverse range of public, private, and non-profit organizations including The Benkendorf Associates Corporation (Portland, OR), 1000 Friends of Oregon (Portland, OR), the Capital Area Metropolitan Planning Organization (Austin, TX), and the Texas Department of Housing and Community Affairs (Austin, TX).

At Mintier & Associates, he is presently working on the preparation of the Sacramento General Plan Update and has been a major contributor to general plan update programs for the counties of Butte, Fresno, and Inyo, and housing element updates for the town of Windsor and the cities of Folsom, Sonoma, and Woodland.

**Dan Amsden, AICP, Associate**

Dan Amsden is an Associate with Mintier & Associates and specializes in land use planning and policy, university planning, urban design, and computer applications in planning. Mr. Amsden is currently working on general plan updates for the cities of Galt, Sacramento, and Wheatland, and specific plans for the southwest area of Live Oak and Gold Rush Ranch in Sutter Creek. He has also worked on an urban limit line study for the city of Woodland, a housing element update for the city of Wheatland, technical studies for the Heritage Oaks and Jones Ranch developments in Wheatland, and planning for the White Mountain Golf Resort in China.



Prior to working for Mintier & Associates, Mr. Amsden was an Assistant Parks Planner for the County of San Luis Obispo. He has also interned with the City of Novato's Community Development Department, worked as a Graduate Assistant for the Planning Department at Cal Poly, San Luis Obispo, and worked as a Planning Technician for the County of Santa Barbara's Zoning Administration Division during graduate school. He completed a Master's Thesis on public participation and urban design issues related to outdoor university spaces, of which a portion was published in the winter 2005 issue of *Planning for Higher Education*.

#### **Ted Holzem, Associate**

Ted Holzem is an Associate with Mintier & Associates specializing in land use planning, policy analysis, housing issues, GIS, and other technical computer applications. At Mintier & Associates, he has been a major contributor in the development of land use elements, GIS mapping, and policy analysis for the City of Stockton General Plan Update, Tulare County General Plan Update, and Visalia East Downtown Specific Plan. He has also provided technical land use and policy analysis of the housing elements for the cities of Stockton and Ceres.

Other projects Mr. Holzem is working on include general plan updates for the cities of Sacramento, Fortuna, and Tulare, the Sacramento South Area Community Plan Update, the Mendocino County Housing Element Implementation, and the Sacramento County Design Guidelines.

Mr. Holzem also has extensive experience in current and long-range planning in the public sector. Prior to working for Mintier & Associates, Mr. Holzem was a Community Development Intern with the City of Dixon where he assisted in the implementation of the Housing Element and worked as a Redevelopment Intern with the Sacramento Housing and Redevelopment Agency on various housing and economic development projects.

#### **Dale Kunce, Assistant Planner**

Dale Kunce is an Assistant Planner with Mintier & Associates and specializes in economic development, land use and environmental





policy, and computer applications. Mr. Kunce has worked on general plan updates for the cities of Fortuna, Sacramento, and Tulare, and the county of Tulare.

Prior to working for Mintier & Associates, Mr. Kunce was a Hardware Specialist for Creative Media in Davis where he maintained and streamlined web, email, file, and ftp servers and was responsible for purchasing computing hardware, and managed computing networks of 200 clients. Prior to that he was a GIS Intern for the Sacramento Area Council of Governments where he was a facilitator for city, county, and regional Blueprint Project community meetings and assisted in creation of quality control checks for the regional street centerline project.

## Project Experience

Mintier & Associates has prepared numerous General Plans in the Central Valley, including the cities of Ceres, Dixon, Galt, Lincoln, Newman, Patterson, Redding, Sacramento, Tulare, West Sacramento, Wheatland, Winters, and Woodland and the counties of Butte, Fresno, Madera, and Tulare. In addition, Mintier & Associates is very familiar with the City of Lodi having worked on the City's Zoning Ordinance, Housing Element, and 1991 General Plan.

The following are four examples of local general plan updates that began within the last three years:

### Galt General Plan Update

Mintier & Associates managed a multi-disciplinary consulting team in a comprehensive update of the city of Galt's General Plan. Key issues in the update included coordinating wastewater treatment plan improvements, circulation infrastructure improvements, and a Sphere of Influence update with the general plan update process. Other issues include jobs/housing balance, environmental preservation, economic growth, and diversity in housing stock.

### City of Sacramento General Plan Update

Mintier & Associates worked with EIP Associates as part of a multi-disciplinary team to comprehensively update Sacramento's General



Plan. Key issues in the update included the incorporation of Smart Growth principles in city development, consolidating and updating community plans into the city-wide General Plan, and incorporating the SACOG Blueprint growth projections and principles.

### **City of Stockton General Plan Update**

Mintier & Associates managed a multi-disciplinary team in the comprehensive update of Stockton's General Plan. Key issues of the update included creating a framework for infill development, establishing a system of villages for accommodating sufficient growth at the edge of the existing city, and designing transportation and infrastructure systems to support projected growth.

### **Wheatland General Plan Update**

Mintier & Associates managed a multi-disciplinary consulting team in a comprehensive update of the City of Wheatland's General Plan. Key issues in the update included coordinating five technical studies with the general plan and housing element, planning a highway bypass, establishing a jobs-housing balance, increasing the vitality of the downtown, identifying the next increment of urban expansion, and ensuring that service levels would meet expanded needs. The project included updating the public facility master plans, the housing element, infrastructure financing plans, and a program EIR.

## DCE QUALIFICATIONS

## Firm Description

DC&E was founded by David Early in 1995 to offer the type of high-quality, personalized, and comprehensive planning and design services that the City of Lodi needs for the General Plan Update and EIR. Over the past ten years, DC&E has completed dozens of General Plans and Specific Plans for growing communities. The vast majority of these projects also include significant public outreach components, concurrent environmental review, and close attention to urban design quality. DC&E is one of the few firms in California that offers experience in all of these disciplines under one roof.

As its name implies, DC&E's work is based on three basic principles:

- **Design.** Almost every planning decision has effects on our physical environment. DC&E is committed to ensuring that development projects and planning policy have positive design implications.
- **Community.** DC&E believes that planning and design decisions must reflect local communities' needs. For this reason, DC&E stresses community involvement and public participation as cornerstones of its work.
- **Environment.** In order to sustain itself into the future, our society must find development patterns that respect the natural environment. Therefore, DC&E stresses environmental responsibility and stewardship in planning and design.

The firm believes that the best planning is that which reflects the community it serves and which works in concert with the surrounding natural environment. Through its staff, equipment



and technical consultants, DC&E provides clients with state-of-the-art technology and methods in all aspects of planning.

DC&E's responsibilities for this General Plan Update would include the following:

- Community outreach
- Urban design
- Environmental analysis

## Key Personnel

### David Early, Principal

David Early, DC&E's Founding Principal, will be principal-in-charge of DC&E's work on the General Plan Update and EIR and will oversee the creation and implementation of the community involvement program. Mr. Early has over eighteen years of experience in planning and design, and has received a Masters degree in both Architecture and City Planning. He has worked on scores of projects in diverse communities throughout California, and is currently one of 32 members of the California Planning Roundtable, whose mission is to promote creativity and excellence in planning by providing leadership in addressing important planning issues in California. In addition, he has taught the UC Davis Extension class on General Plan preparation for the past four years.

Mr. Early's work has won awards at the local, state and national level, including, in 2004, the Northern Section CCAPA Award for Best Planning for a Small Jurisdiction for the Livermore General Plan Update and EIR. Mr. Early is currently supervising several combined General Plan Update and EIR efforts, including the Newman General Plan Update and EIR, the Tracy General Plan Update and EIR and the Eden Area General Plan and EIR for Alameda County.

### Tom Ford, AICP, Principal

Mr. Ford will serve as Senior Urban Designer, providing urban design and neighborhood development expertise. Mr. Ford holds



a graduate degree in architecture and he brings strong architectural design skills to all the assignments he undertakes. He has extensive experience working with Specific Plans, Concept Plans, Downtown or "Main Street" Plans, transit-oriented-development plans, alternatives generation, site plans, Streetscape Master Plans and visioning exercises and workshops. His understanding of the need for balance between clear requirements and adequate flexibility informed his recent work on the Design Standards and Guidelines Update for City of Livermore, the Hillsborough Design Guidelines for Town of Hillsborough, and the Santa Rosa Station Area Specific Plan for the City of Santa Rosa. Prior to joining DC&E, Mr. Ford worked for five years at Calthorpe Associates, where he completed a number of designs for new and infill residential neighborhoods.

### **Catherine Reilly, AICP, Associate**

Ms. Reilly will serve as Project Manager for the Lodi General Plan Update EIR. Since beginning her planning career over seven years ago, Ms. Reilly has managed or worked as primary planner for a range of planning, environmental, housing and economic development programs in California, North Carolina, and Arizona. She served as DC&E's Project Manager on the General Plan Updates and EIRs for the Town of Hillsborough and the City of Hughson, as well as assisting with the management of the General Plan EIR for the City of Tracy. Ms. Reilly's long-range planning experience prior to joining DC&E includes management of the General Plan Update Program for the City of El Centro and the Castroville Community Plan for the unincorporated community of Castroville in Monterey County, helping both communities to balance growth while preserving the existing community character. In addition, she was the primary author for the Program EIRs for the General Plan updates for the Cities of San Juan Capistrano and Salinas and two Program EIRs for large scale projects in the City of Irvine, including the MCAS El Toro Millennium Plan. Ms. Reilly also worked on sections of the General Plan Update EIR for the City of Moreno Valley, an EIR for a community plan in the County of Riverside and an EIR for a master plan in the City of Carlsbad.



DC&E will be joined by Environmental Collaborative, Illingworth & Rodkin, Inc., and Tremaine & Associates. A summary of their firm qualifications are provided below:

#### **ENVIRONMENTAL COLLABORATIVE**

Environmental Collaborative is a small business enterprise located in Emeryville, California. Established by James Martin in 1983, assessments performed by the firm include general vegetation and wildlife surveys, detailed surveys for special-status species, wetland delineations, and restoration plans for sites throughout northern California. The firm has been involved in conducting biological assessments for a wide range of planning documents and development applications, from county and city general plans and master plans for new communities, to specific plans involving a mixture of uses, to individual development plans for residential, commercial, and industrial projects.

#### **James Martin, Principal**

Mr. Martin will be the primary biological consultant for services to DCE. Mr. Martin holds a BS degree in Biology and a BA degree in Fine Art, both from the University of California at Berkeley. He has over 20 years of experience as an environmental consultant, preparing biotic resource assessments for proposed residential, industrial, and commercial developments for sites in Alameda, Amador, Contra Costa, Fresno, Kern, Kings, Lake, Marin, Mendocino, Merced, Monterey, Napa, Nevada, Placer, Sacramento, San Benito, Santa Cruz, San Francisco, San Mateo, San Joaquin, Santa Clara, Siskiyou, Solano, Sonora, Stanislaus, Tuolumne, and Yolo counties, among others. He has evaluated Specific Plans and General Plans, and is currently involved with the General Plan updates for Marin, Napa, and Sonora counties. He has been involved in developing mitigation plans, restoration plans, and natural resource management plans for aquatic, transitional, and terrestrial habitats.

Mr. Martin's has considerable experience conducting assessments for sites throughout the Central Valley, Coast, and Sierra Nevada, and for general plan updates for cities and counties. Projects in



the Central Valley include: the Yosemite Area Regional Transport System site analysis with DCE; the Hetch Hetchy water intake modification project and the domestic water supply distribution project for the San Francisco Public Utilities Commission; the San Joaquin County General Plan EIR, which included an assessment of five "New Towns"; the Mountain House New Town Supplemental EIR northwest of Tracy; the Old River Specific Plan EIR in the City of Tracy Sphere of Influence along Old River; the EIR on the Kings County General Plan Dairy Element; the Cache Creek Resource Management Plan EIR in Yolo County; and the Southport Framework Plan EIR in West Sacramento. Mr. Martin is currently or has recently been involved in the general plan updates for Marin, San Joaquin, and Sonoma counties, and the cities of Benicia, Calistoga, Corte Madera, Morgan Hill, Napa, and Walnut Creek. Mr. Martin is intimately familiar with the US Fish and Wildlife Service's mitigation guidelines for Valley Elderberry Longhorn Beetle (VELB), and other regulatory guidelines relevant to projects in the Lodi vicinity such as the California Department of Fish and Game's draft mitigation guidelines for Swainson's hawk, and has worked closely with agency personnel in defining appropriate mitigation requirements for various projects.

#### **ILLINGWORTH & RODKIN, INC.**

Founded in 1987, Illingworth and Rodkin, Inc. (I&R) provides a complete range of consulting services in acoustics, vibration and air quality to governmental agencies, private sector clients and other environmental and design professionals. The firm has expertise in acoustics and air quality analysis and is experienced with both the State and Federal environmental regulatory processes. I&R has completed in excess of 3,000 projects in architectural acoustics, community noise and vibration, industrial noise and vibration control, and air quality studies. The firm has prepared (or is currently preparing) the Noise Elements of ten Northern California cities in the past five years and has written or updated over twenty General Plan Noise Element Sections since 1987.





**Richard B. Rodkin, P.E.**

Mr. Rodkin would manage the Noise Section of the General Plan Update. Mr. Rodkin began his career as an acoustical consultant in 1973. He has worked continuously in the many aspects of acoustics related to the design of new buildings, the environment, and industry. Building designs include commercial, institutional and residential projects. Transportation noise and vibration studies include freeways, light rail and heavy rail trains, and local roadway improvements. He has prepared environmental noise studies for a wide range of industrial, commercial, residential, institutional and transportation projects. Mr. Rodkin received his MS in Mechanical Engineering from the University of California at Berkeley.

**James A. Reyff**

Mr. Reyff would head the air quality section of the General Plan Update. Mr. Reyff is a Meteorologist with expertise in the areas of air quality and acoustics. His expertise includes meteorology, air quality emissions estimation, transportation/land use air quality studies, air quality field studies, and environmental noise studies. He is familiar with federal, state and local air quality and noise regulations and has developed effective working relationships with many regulatory agencies. He received a BS degree in Geosciences (Meteorology) from San Francisco State University.

**Michael S. Thill**

Mr. Thill would assist in the data gathering, analysis, and preparation of the noise contours and background technical study for the Noise Section. Mr. Thill has seven years of professional noise consulting experience. His expertise lies in conducting field research and developing and analyzing data. He has conducted numerous field surveys in a variety of noise environments and has performed noise, vibration, and air quality assessments for single and multi-family residential projects, mixed-use projects, commercial projects, transportation projects, educational facilities, redevelopment projects, and office and industrial developments. He received a BS degree in Environmental Science from the University of California at Santa Barbara (1998).



### **Dana M. Lodico**

Ms. Lodico would assist in the data gathering, analysis, and preparation of the noise contours and background technical study for the Noise Section of the General Plan Update. Ms. Lodico has worked with Illingworth & Rodkin since January 2004 and has past experience in acoustics and civil engineering. She has consulted on a variety of projects including architectural acoustics designs, traffic-related noise studies, general plan updates, and the study of environmental noise and land use compatibility. Ms. Lodico received a MS in Building Science/Architectural Acoustics from the Rensselaer Polytechnic Institute (2003) and BS in Civil Engineering from the University of Colorado at Boulder (2000).

### **TREMAINE & ASSOCIATES**

Tremaine & Associates (TREMAINE) is a woman-owned business, established in 1994, and headquartered in Dixon, California. TREMAINE has successfully completed a wide range of survey projects from small-scale local land developments (less than 100 acres) to highly complex regional studies exceeding thousands of acres. TREMAINE has worked in a variety of construction and development sectors including communications (fiber optics), civil engineering (infrastructure), design engineering and preconstruction planning (surveys and audits), land purchases, transportation (light rail and highways), water resources (levees and reservoirs), and military facilities. In addition, TREMAINE has conducted projects in a number of archaeological and geological settings including those within downtown urban areas, forests, deserts, bay, valley and foothills, and coastal areas.

TREMAINE has a permanent staff that includes six PhD/MA level archaeologists and geophysicists, two GIS specialists, an office manager, a projects coordinator, and several field and laboratory technicians. Further, TREMAINE retains a pool of experienced archaeological technicians for seasonal on-call work, as demand requires. With over 300 completed projects, TREMAINE's senior cultural resource staff, Kim Tremaine, PhC, John Lopez, MA in progress, Monica Steckling, MA and, Mark Carper, MA are each solid veterans of the cultural management profession. Together



they possess the complementary strengths of managerial excellence, regulatory knowledge, academic scholarship, and technical proficiency needed for the Lodi General Plan.

**Kim Tremaine, PhC, RPA, Principal Investigator**

Ms. Tremaine has advanced to candidacy for her PhD at the University of California, Davis, and holds a Masters degree in Cultural Resources Management from Sonoma State University. Ms. Tremaine, a principal of TREMAINE, has twenty-five years experience in archaeology and has directed numerous projects involving compliance with Section 106 of the National Historic Preservation Act (NHPA), the California Environmental Quality Act (CEQA), and the Native American Graves Protection and Repatriation Act (NAGPRA). These projects include cultural resources management plans, historic property treatment plans, feasibility studies, inventories, testing for National Register eligibility, mitigation excavations, and FERC relicensing consultations. She has worked with a number of State and Federal agencies including Caltrans, U.S. Fish & Wildlife Service, U.S. Forest Service, Bureau of Land Management, Army Corps of Engineers, Bureau of Indian Affairs, Native American Heritage Commission, and the Office of Historic Preservation. Kim has devoted considerable pro bono effort to assist the City of Sacramento in their long range plans (including general plan and specific plans) actively working with their Historic Preservation Director, Roberta Deering, to develop several heritage tourism projects to benefit the general public and local economy.

**John Lopez, MA in progress, Principal Investigator**

John Lopez has over 20 years experience in archaeology and currently completing his Masters thesis at Sonoma State University. He received his BA in Anthropology from San Jose State University in 1981. John is part owner of TREMAINE and co-manages projects. John's regional experiences include the interior and coastal areas of the Santa Lucia and Diablo Ranges, the North Coast Ranges, and most counties in the North-Central and Northern Sierras. He is technically proficient in human osteology and osteometrics; lithic analysis; historical archaeology, including household, railroad, and mining features and artifacts. Along with the archaeology, John maintains good working relationships with



local Native American communities including the Obispeño and Purismeño Chumash, Kàruk, Eastern Miwok, Ohlone, Patwin, Pomo, Salinan, Sinkyone, Wappo, and Washo–Paiute peoples. John Lopez has managed complex projects involving engineers and scientists for more than 10 years.

**Monica Steckling, MA, RPA, Archaeologist/Project Manager**

Ms. Steckling received a BA and MA in Anthropology from the University of California, Santa Barbara and San Diego State University in 1996 and 2001, respectively. She has nine years experience in California archaeology and has directed cultural resource studies for federal, State, and local compliance requirements. These projects include constraint level evaluations, surveys, CEQA testing programs, National Register status evaluations, monitor programs, and data recovery programs. Recent projects include the testing and monitoring for the Sutter Expansion Project, testing and monitoring for the North San Diego County Transit District Oceanside–Escondido Rail Project, data recovery for the Otay Generating Plant Project, Bureau of Land Management Kuchamaa Overview Study, and the Monitoring program for the Calpine Energy Facility.

**Mark A. Carper, MA, RPA, Archaeologist/Project Manager**

Mr. Carper has been a practicing archaeologist for eight years. Mr. Carper has extensive experience throughout the western and southwestern United States, including California, Oregon, Texas, Utah, Montana, and Arizona. Prior to joining the Tremaine & Associates team he earned his B.A. from James Madison University, Harrisonburg, Virginia, followed by his M.A. from the University of Montana, Missoula. Mr. Carper's experience throughout the western and southwestern United States has allowed him to become well versed in Section 106 of the National Historic Preservation Act. He has directed cultural resource studies including survey, excavation, and monitoring in compliance with State, federal and local requirements. Mr. Carper's experience also includes artifact analysis, report writing, and archival research.



### **Melinda Pacheco, Projects Coordinator /Staff Archaeologist**

Ms. Pacheco has six years experience in California Archaeology. Since receiving her B.A. from CSU, Chico in 2000 she has worked on numerous projects throughout California as a Field Archaeologist. Prior to her current position she was employed with the Society for California Archaeology where she managed the financial records, budget analysis, membership, inventory and archive preservation, and Annual Meeting planning. Her past employment with the URS Corporation and the Archaeological Research Foundation, CSU Chico has allowed her to gain valuable experience in archaeological survey, excavation, monitoring, site record preparation, curation, and environmental laws. As Projects Coordinator, Ms. Pacheco works closely with project managers and the accountant, allocating company resources such as personnel, equipment, supplies, and money to projects, ensuring project needs are met.

### **Jessica Breese, Staff Archaeologist/Office Manager**

Ms. Breese has eight years bookkeeping and office support experience working for Abbott & Kindermann, LLP and three years experience in California archaeology. She has conducted field surveys, large monitoring projects, site documentation, GPS data collection, testing and data recovery excavation that spans both the northern and southern California regions. Her experience for Tremaine & Associates, Inc. includes payroll, accounts payable, accounts receivable, human resources, contract administration, and general office support. Ms. Breese's archaeological experience allows her to fill the role of archaeologist for larger projects when needed.

### **Shannon DeArmond, GIS Analyst**

Ms. DeArmond graduated from the University of California, Davis in 2000 with a BS in Natural Resource Science. Her course work entailed a wide variety of disciplines from atmospheric science, to soil science, to ecology, with a heavy emphasis on geology and geographic information systems. Before joining the TREMAINE team, she worked with the Natural Heritage Commission to analyze and identify potential sites for below-surface water storage using GIS.



Shannon is currently our GIS analyst, cartographer, and manager of our mapping department. Shannon is a member of the Sacramento ArcUser Group. She has worked with us on a variety of projects across the state and beyond, conducting sensitivity analyses, mapping archaeological finds, and aiding TREMAINE'S geophysicists in defining the subsurface landscape.

#### **Lara Wood, Staff Archaeologist/GIS Analyst**

Ms. Wood completed her degree in Anthropology in 2002 at the University of California, Davis. She has worked as an archaeologist since 2000 on various projects throughout California. Recently she completed an AS in Geographic Information Systems from American River Junior College. She started work at TREMAINE in November of 2004 and in that time she has provided field support for archaeological and geophysical projects, as well as becoming an essential member of our GIS staff. In addition to her map-making and GIS analytical skills, Ms. Wood's knowledge of archaeology makes her invaluable during archaeological surveys, site recordation, and compilation and consolidation of collected field data.

#### **Edwin Hajic, PhD**

Dr. Hajic received his doctorate in Geology from the University of Illinois in 1990. His geological background includes a number of geomorphological studies in the Mid-West including the Illinois River Valley, Des Plaines River Valley, the Mississippi River Valley, the Spoon River Valley, the Rainy River Valley, and here in the west, the Lower Sacramento River Valley. His work also involves landscape evolution studies. He directed the data collection effort for Minnesota's Department of Transportation (MN/DOT) archaeological site prediction model. As TREMAINE'S geoarchaeologist, Dr. Hajic provides us with the benefits of his wide range of experience and his project management skills.

#### **Yi Liao, PhD**

Dr. Liao received his PhD in Theoretical Geophysics from the University of Beijing, and an Electrical Engineering degree from Hungcow University. Yi has developed a number of mathematical algorithms and geophysics-based seismic techniques for the



petroleum industry, and algorithms for near-surface conductivity instruments. He is currently continuing to develop such algorithms for use with TREMAINE'S eScan Technology and providing technical expertise on geophysical projects in archaeology.

**Mara Johnson, PhD**

Dr. Johnson received her doctorate in Soil Science from the University of California Davis in 2001. She directs our geosciences program, overseeing the geophysical surveys and drilling work, conducting borelogging, and analysis of data collected. She has been an invaluable addition to our staff.

## Project Experience

**Tracy General Plan Update and EIR for the City of Tracy**

The Central Valley city of Tracy is a rapidly-growing community on the outskirts of the San Francisco Bay Area. Over the past two decades, the city's population has doubled, leading to a number of growth-related issues such as traffic congestion, increased home prices and loss of the small-town character. During the General Plan process, DC&E worked with the City Council, Planning Commission and the public to explore how innovative development patterns such as smart growth, new urbanism and transit-oriented development could maintain and improve the quality of life in the community. The issues raised at joint City Council/Planning Commission workshops and public meetings were directly translated into detailed policies and actions in the General Plan. One of the cornerstones of the updated General Plan is a comprehensive Community Character Element that addresses all aspects of design and quality of life. This element identifies an urban structure comprised of neighborhoods, urban centers, village centers, mixed use corridors and employment areas, and it includes detailed design guidance that allows staff, the Planning Commission and City Council to review development applications for conformance with General Plan goals. DC&E is also preparing the EIR on Tracy's General Plan, a complex document addressing the potential impacts to traffic, air quality, noise, aesthetics and agricultural resources that may result from development under the General Plan.



### **Newman General Plan Update and EIR for the City of Newman**

Newman is a unique Central Valley town with an historic downtown core and attractive, walkable residential neighborhoods surrounded by productive farmland. Just over one square mile in size, with a population of about 11,000, Newman remains a small and friendly town with a high quality of life. At the same time, the city is experiencing significant growth pressure, with a population increase of over 70 percent between 1990 and 2000. DC&E is preparing an update to the Newman General Plan that will establish appropriate urban design standards, protect agricultural uses, provide City backing to create local jobs, and preserve Newman's small-town character. DC&E is working closely with City staff and a nine-member General Plan Steering Committee, who meet on a monthly basis to review documents and discuss the progress of the Update. In addition, DC&E has organized a series of public workshops and developed an aggressive outreach program, including a General Plan Update website, advertisements in the local paper and fliers mailed to every address in the City. Concurrently with the General Plan Update, DC&E is proceeding with the environmental review work, ensuring that the General Plan will avoid environmental impacts or include policies and actions to mitigate them to the maximum extent possible.

### **City of Oroville General Plan and Development Code Update for the City of Oroville**

DC&E is updating the General Plan and Development Code for the City of Oroville. Like Lodi, Oroville is experiencing development pressure from the greater Sacramento area, and seeks to better define the interface between urban and rural areas. In order to address Oroville's immediate need for development regulations to ensure that new development makes a positive contribution to community design and character, DC&E is updating the City's Development Code prior to updating the General Plan. This includes the preparation of a grading ordinance in order to regulate hillside development, protect water quality and ensure long-term protection of the foothills, a character-defining element for Oroville.





### **Truckee General Plan Update and EIR for the Town of Truckee**

DC&E is preparing the Town of Truckee 2025 General Plan Update and accompanying EIR. Truckee enjoys a scenic setting, historic downtown, and ample recreational opportunities. These assets have made Truckee a popular visitor destination, as well as a significant location for second home owners from the Bay Area and Sacramento. The Town of Truckee incorporated in 1993, with a development pattern of dispersed residential areas loosely centered around the historic Town center, similar to Lodi's. Recently, the Town has faced rapid residential growth, placing pressure on valuable natural resources and threatening Truckee's unique character. The General Plan Update, overseen by David Early, began with an extensive bilingual (English and Spanish) public outreach effort, followed by specific policy direction for key issue areas such as housing, economic diversification, and community character, as well as a preferred land use alternative. The results of both phases of the project were incorporated into the updated General Plan, for which DC&E is currently preparing a full EIR.

### **Livermore Vision Project and Livermore General Plan Update**

DC&E managed the update of the Livermore General Plan, which won the 2003 Northern California APA Chapter award for Comprehensive Planning, Small Jurisdiction. The award acknowledged both the General Plan and the Vision Project, the extensive community participation process that led up to the Plan, which was also managed by DC&E.

The Livermore General Plan had not been comprehensively updated since 1976. Meanwhile, Livermore's population grew from 42,000 to 74,000 and the City became divided by a contentious debate over the possible development some of the last rangeland in the Bay Area. The community input on major land use and growth issues gathered by DC&E's work on the Livermore Vision Project in 2001 established a starting point for the General Plan update process. A 15-member Steering Committee held public meetings over 12 months to craft the updated plan. The final General Plan maintains existing undeveloped lands by virtue of innovative planning solutions, including new land use designations to allow higher-density



mixed-use development; policies to shift housing development towards the downtown and urban core; a clearly-defined area for transit-oriented development around a possible future BART station; far-reaching programs to preserve and increase vineyards and wine-related tourism; and extensive policies to protect views of the open hillsides surrounding the city. As in Yolo County, a comparative analysis of the fiscal and infrastructure impacts of various land use alternatives, along with the identification of appropriate land uses and intensity of development for infill sites, were key components of General Plan Update process.

#### **Northwest Chico Specific Plan and EIR for the City of Chico**

DC&E is leading a consultant team to develop a comprehensive plan and EIR for a 632-acre area of undeveloped or underutilized land known as the Northwest Chico Development Area (NCDA) at the edge of the City's Sphere of Influence. DC&E is leading the effort to develop a strategic and comprehensive approach to land use, circulation and open space planning for the area, in response to ongoing development pressure. Existing development includes rural residential, agricultural and industrial uses, an elementary school and scattered commercial enterprises. A number of parcels are proposed for residential development, although these proposals are generally being made in a piecemeal fashion rather than comprehensively. In addition, the City would like the area to include a community park and a mixed-use commercial core. As a part of this project, DC&E staff have met with Butte County LAFCO officials to gain a clear understanding of the LAFCO's parameters for annexations and potential changes in Chico's SOI.

### **ENVIRONMENTAL COLLABORATIVE**

#### **Sonoma County General Plan Update and EIR, Sonoma County**

Mr. Martin is currently providing technical expertise on biological and wetland related-issues as Sonoma County updates their General Plan. He prepared a Background Technical Report summarizing existing resources, regulatory framework, and adequacy/deficiencies of the current General Plan, and recently completed the Biological Resources section of the EIR. He participated in an extensive process of policy refinement attending numerous subcommittee and committee meetings, and worked



closely with staff to develop options, recommendations, and policy language for the Open Space and Natural Resource elements of the General Plan.

#### **Southtown Environmental Impact Report, City of Vacaville**

Mr. Martin recently completed an evaluation of two major development projects encompassing approximately 340 acres in the southeastern portion of Vacaville. He conducted detailed field surveys and provided a peer review of studies conducted for the applicant. Potentially sensitive resources included the loss of seasonal wetlands, possible occurrences of special-status invertebrate species, and elimination of suitable foraging habitat for a number of raptors. He prepared the Biological Resources section of the DEIR on the project, and responses to relevant comments for the FEIR.

#### **Ceres General Plan and Environmental Impact Report, City of Ceres**

Mr. Martin recently worked with DC&E in completing the background review as part of the Ceres General Plan Update, and prepared the Biological Resources section of the EIR. Available background information was assembled and reviewed, existing vegetative cover was mapped based on interpretation of aerial photographs and a field reconnaissance survey, and sensitive resources were identified. Input was provided into important planning considerations and policy options. A review of potential impacts associated with implementation of the preferred option for future development was provided as part of the EIR analysis.

### **ILLINGWORTH & RODKIN, INC.**

#### **City of Walnut Creek General Plan, Noise & Air Quality Update**

I&R prepared the noise and air quality technical background reports for the City of Walnut Creek's General Plan Update, which included a detailed evaluation of existing and future noise conditions. I&R also updated the Noise and Air Quality Elements for compliance with the State of California Administrative Code and consistency with County goals and development.



### **Stanislaus County General Plan, Noise Element Update**

I&R prepared the noise technical background report for the Stanislaus County General Plan Update, which included a detailed evaluation of existing and future noise conditions. I&R also reviewed, commented on, and updated the previous Noise Element for compliance with the State of California Administrative Code and consistency with County goals and development.

### **City of Tracy General Plan, EIR Noise & Air Quality Update**

I&R prepared the noise and air quality technical background reports for the City of Tracy's General Plan Update. I&R also updated the Noise and Air Quality Elements of the City of Tracy General Plan and prepared the noise and air quality sections of the General Plan and EIR.

## **TREMAINE & ASSOCIATES**

### **Buckeye Ranch Project**

As part of a planned residential and development plan northwest of Lodi (Tracy Lakes), Kim Tremaine conducted archaeological investigations, including record search, pedestrian survey, and soil chemical analysis in preparation of an adequate Environmental Impact Report. The work resulted in the identification of nine prehistoric sites.

### **Archaeological Monitoring for WS04 Long Haul Fiber Optic Segment**

This project involved the monitoring of the placement of a fiber optic cable running from Sacramento to Bakersfield. Over 23-miles of the project ran through San Joaquin County. During the project one prehistoric site was identified and recorded in San Joaquin County, the Dry Creek Site (MP64).

### **Willow Glen Home Owners Association, Culvert Replacement Project**

The Willow Glen Home Owners Association proposed to replace a 48-inch diameter metal culvert with a 72-inch diameter reinforced concrete culvert. To meet requirements of Section 404 in compliance with the Federal Clean Water Act, TREMAINE was contracted to conduct a cultural resources survey for the 2,000



square foot project area. No cultural resources were identified during the project.

#### **San Joaquin National Wildlife Refuge Project**

TREMAINE performed a cultural resources survey of 335-acres within the San Joaquin National Wildlife Refuge as part of the US Fish and Wildlife Service (USFWS) planned project to repair existing wetlands, install a water control station, re-slope and fencing off several banks to ensure that cattle will not cause further erosion. During the project, one prehistoric site was identified and recorded (CA–STA–000419).

#### **Staten Island Cultural Resources Survey Project**

The Nature Conservancy (TNC) purchased Staten Island in late 2001 with a grant from CALFED (a state–federal program) and the Department of Water Resources (DWR). As part of Calfed's Ecosystem Restoration Grants Program, Ducks Unlimited planned to construct low interior cross–levees and install a high–volume discharge pump for increasing the quality, quantity, and duration of flooded habitat, benefiting cranes, pintails, and other waterfowl.

TREMAINE supervised and conducted cultural resources technical studies, as well as prepared recommendations in order to assist The Nature Conservancy (TNC) in meeting its obligations under Section 106 of the National Historic Preservation Act of 1966, as amended. As part of the cultural resource program, tasks included a records search and literature review; a strategically selective survey (i.e., a systematic pedestrian survey of the levee perimeter and an intensive survey of the area of direct impact for proposed new levee and road construction); recordation of both newly documented and previously recorded resources; preliminary assessments of National Register eligibility (based on survey level data); and provision of management recommendations. Seven historic sites and seventeen historic artifacts were identified and recorded during this project.

## FEHR AND PEERS QUALIFICATIONS

### Firm Description

Fehr & Peers specializes in providing transportation planning and traffic engineering services to public and private sector clients. We emphasize the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation.

Rather than trying to offer a multi-disciplined approach, we choose to focus on being the best traffic engineering and transportation planning consulting firm. We offer specialized expertise in the following areas:

- Travel Demand Forecasting
- Traffic Operations and Simulation
- Intelligent Transportation Systems
- Traffic Calming
- Bicycle/Pedestrian Planning and Design
- Transportation Systems Planning
- Transit Operations and Simulation
- Land Use/Transportation Planning
- Smart Growth Planning
- Transportation Impact Analysis
- Traffic Engineering Design

Maintaining this singular focus on transportation enables us to provide state-of-the-practice expertise to our clients. We are nationally-recognized experts in these areas as evidenced by the fact that we routinely publish many professional papers, serve on national committees, and teach courses to others in the industry.

From our firm's inception in 1985, we have developed strong client relationships by following three core values:



- Professional integrity and honesty
- We emphasize quality over quantity.
- Responsive and hard working
- We emphasize service over sales.
- Problem-solving, can-do attitude
- We emphasize solutions over process.

## Key Personnel

### **Ronald T. Milam, AICP, Principal**

Mr. Milam is a Principal with Fehr & Peers located in our Roseville, California office. He has managed a variety of transportation planning and traffic engineering studies and also provides expert witness testimony. He brings unique and valuable experience to projects, having an extensive background in travel demand model development and applications, traffic operations analysis, microsimulation modeling, and transportation impact studies involving NEPA and CEQA. Much of his experience has involved direct working relationships with local agencies to help develop balanced transportation and land use plans. Ron has worked on variety of projects, including the El Dorado County General Plan and EIR, Calaveras County RTP, Nevada County General Plan, Yuba City General Plan, Auburn General Plan Circulation Element, Woodland General Plan Circulation Element and Street Master Plan, and the Folsom-El Dorado Transit Strategy Study (Folsom, California). Ron also teaches a course for the Institute of Transportation Studies Technology Transfer program at UC Berkeley entitled, "Managing Transportation and Land Use Interactions." Mr. Milam will be the Principal in Charge for this project.

### **Julie Morgan, AICP, Associate**

Ms. Morgan with Fehr & Peers, has more than nine years of experience in travel demand forecasting, long-range plan development, and integrated transportation/land use planning. Ms. Morgan has substantial experience with many of the major travel models used in the Bay Area and the Central Valley, and she works with most major travel demand software packages, including TP+, TransCAD, EMME/2 and MINUTP. Her experience in





San Joaquin County includes managing the travel model development and circulation element preparation for the Stockton General Plan update, development of the regional transportation impact fee program for the San Joaquin Council of Governments, and preparation of the transportation sections of numerous EIRs in cities throughout the County. Ms. Morgan received her Masters degrees in City & Regional Planning and in Transportation Engineering from the UC Berkeley. Ms. Morgan will be the Project Manager for this project.

## Project Experience

### City of Tracy General Plan Update and EIR

Fehr & Peers prepared the Circulation Element and the transportation sections of the Environmental Impact Report for the City of Tracy General Plan. The effort included: An update to the Tracy Citywide Traffic Model, Public Planning Workshops, coordination with responsible agencies, Transportation Issues Summary Document, development of land use alternatives, urban design elements related to street and network standards and impact reduction, guidelines for context sensitive design and traffic calming, preparation of a multi-modal circulation element, and the preparation of draft and final EIR.

### City of Stockton General Plan Update and EIR

As the major urban area in the northern San Joaquin Valley, Stockton is a hub for many modes of transportation, from highways and transit services, to freight and passenger rail lines, to container ships using the deep-water port. The City has experienced tremendous growth in the past decade, and significant population increases are expected over the next 20 years and beyond. The General Plan addresses issues of growth and development through the application of a Village Concept, in which future residential areas may include retail and job opportunities, as well as supportive institutions such as schools and parks.

The transportation analysis conducted in support of the General Plan included development of a new city-wide traffic model, using the TP+/Cube software system. This model was calibrated to



current-year conditions, and then used to forecast traffic conditions under the land use alternatives studied as part of the General Plan process. We facilitated meetings with the Transportation Subcommittee of the General Plan Action Team, which included representatives from a variety of organizations (public agency staff, real estate and business interests, social service organizations, environmental groups, and others). We also developed a comprehensive set of transportation goals and policies based on input from the Subcommittee, City staff, and public workshops and hearings. Fehr & Peers produced the Circulation Element of the new General Plan, the transportation chapter of the General Plan EIR, and a new Bicycle Master Plan for Stockton.

#### **City of Manteca General Plan and EIR**

This project involved the preparation of a general plan, two specific plans, and their associated EIR documents. The major tasks involved an existing conditions analysis, a review of goals and plans, development of alternatives, and preparation of EIR document transportation sections. The scope also included attendance at public meetings and staff meetings.

## NOLTE QUALIFICATIONS

### Firm Description

Established in 1949, Nolte has been in business for over 50 years. We began as a single-person surveying firm and have grown to a professional service firm of engineers, planners, and surveyors. We have over 400 employees in offices throughout the Western United States and in Mexico. We are committed to quality and believe that commitment is one reason why most of our work comes from repeat clients.

At Nolte, we have an excellent reputation for delivering quality products with exceptional client service. We consistently rank in the top half on the Engineering News Record Top 500 Design Firms list (we are currently ranked #200).

Over the years, our capabilities have expanded to meet the increasingly complex needs of our clients. In addition to surveying and civil engineering, we offer structural engineering. This expertise combined with our transportation engineering is exceedingly helpful on a wide variety of projects. We also offer water resources and sanitary engineering. Our land development staff includes engineers and planners who successfully take projects from the initial review and study processes through design documents and into construction. We also offer complete program and construction management services. Key services include:

- Land Development – Residential, Commercial, and Industrial
- Land Use Planning and Permitting
- Surveying and Mapping – ALTA, Boundary, GPS, Topographic, Construction Staking, and Monitoring
- Program Management
- Construction Management



- Traffic and Transportation – Streets, Roadways, Highways, Rail, and Transit
- Structural Engineering
- Water Supply, Distribution, and Treatment
- Wastewater Engineering
- Water Recycling
- Flood Control and Drainage

We pride ourselves on our technology. By connecting our offices with a high speed private network, knowledge, information, and experience are transferred almost instantaneously. This allows input from team members (no matter where they are). Projects are developed in real time. Robotics, GPS equipment, and remote computing allow field data to be rapidly and efficiently processed.

In summary, we are a full service engineering firm, with the in-house capabilities and expertise to help you on your projects.

## Key Personnel

### John Mountin, PE

Mr. Mountin is an engineering manager in Nolte's Walnut Creek office with extensive civil engineering experience specializing in water resources and transportation projects. Throughout his 25 year career, he has directed and prepared numerous floodplain and stormwater analyses, hydrology and hydraulics studies, bridge scour analyses, and drainage system designs. In addition, he has experience in water treatment and distribution, wastewater engineering, dam inspection and analysis, and highway engineering.

His experience has predominantly included the planning and design of flood control and drainage facilities for regional, local and transportation related projects. His work has also included numerous preliminary environmental planning studies, identifying the floodplain impacts at bridges, the water quality impacts of roadway projects, schemes for limiting the impact of bridge deck contaminants on sensitive water environments, water quality studies, and temporary and permanent water pollutant control measures. In addition he has appeared in civil trials as an expert



witness regarding drainage or flood control. Mr. Mountin holds a MS in Civil Engineering from California State University, Long Beach and a BS in Water Resources and Environmental Engineering from the University of Wisconsin-Milwaukee (1979).

**Victor Alaniz, PE**

Mr. Alaniz has 15 years of experience working on water facilities planning and design projects. He is currently using the modeling software WATERCAD to update the City of Vacaville's city wide water distribution system model. He recently completed the design for two new water storage tanks in the City of Vacaville. He has also provided construction services on projects including the City of Vacaville Diatomaceous Earth Water Treatment Plant Rehabilitation Program.

Victor has prepared water master plan reports for the Northeast Area Infrastructure Plan in Winters, Twelve Bridges (Placer Holdings, Inc.) Water Infrastructure Plan, and the Water Distribution System Master Plan for the City of Lathrop. He has also provided design assistance for improvements of various water reservoirs including the Butcher Road Reservoirs and Wykoff Reservoir in the City of Vacaville. Victor is currently working with the City of Vacaville on the identification of potential water reservoir sites. The task includes evaluation of potential sites for the construction of additional buried prestressed concrete water tanks. He holds a MS in Civil Engineering and a BS in Civil Engineering from UC Davis.

**Dave Richard, PE**

Mr. Richard is the Managing Director of Nolte's Manteca and Madera offices and a senior project manager in the water and wastewater group. In these roles, he is responsible for specific projects as well as for the allocation of manpower and resources to projects. He is also responsible for client satisfaction with Nolte's services. He has been with the firm since 1984 and is fully knowledgeable of the capabilities of the entire organization.

Mr. Richard has been responsible for the design and construction of a number of trunk sewers, wastewater pumping stations, and force mains in Manteca, Sacramento, and West Sacramento. Pump



station arrangements have included submersible along with wet well-dry well. Pumping equipment has been furnished with variable frequency drive with connected horsepower up to 200 horsepower. Trunk sewers have ranged in size from 15 to 54 inches. Force main sizes have varied from 12 to 18 inches. He holds a MS in Environmental Engineering from the UC Davis and a BS in Civil Engineering (Sanitary Option) from Michigan Technological University.

## Project Experience

### Lathrop Master Plan Documents

Nolte was selected by the City of Lathrop to prepare utility master plans for water, wastewater, and recycled water. The City's current master plan documents were prepared in the early 1990's and were outdated. The new master plans are needed to incorporate all current facilities together with new facilities necessary to provide service to anticipated master plan developments.

Our work includes preparation of an assumptions report for adoption by the City and formulation of a land use forecast using Dwelling Unit Equivalent (DUE) factors. Individual DUE schedules were compiled for water supply, storage, and distribution; wastewater collection and treatment; and recycled water storage and distribution based on generation, use, and demand rates distilled from information approved by the City and adopted in the assumptions report. The creation of a base map to accurately represent the study area was a critical component of the master planning effort. This information served as the foundation for the master plan documents.

Individual master plans were developed by evaluating existing information, preparing modeling studies, and obtaining new information to supplement the existing master plans. Computer models were used to define the improvements required to handle increased demands generated by planned growth and to determine the most cost effective utility solutions. The master plan documents also served as the basis of a programmatic EIR that analyzed water quality impacts for both near-term and



buildout conditions. More specific information regarding each master plan study is summarized as follows.

#### Water Supply

At present, the City of Lathrop relies exclusively on groundwater as a source of potable water supply. In the future, approximately 75 percent of water supply demands will be served through the use of treated surface water delivered by the South County Water Supply Project operated by the South San Joaquin Irrigation District (SSJID). The master plan developed by Nolte was a blueprint for integrating groundwater and surface water supplies to meet a five-fold increase in City water demands. The master plan identified a series of new wells and turn-outs from SSJID that would serve extensive development west of Interstate-5. A phased program of improvements was developed and timed to coincide with a specific development schedule. Master planning services included the preparation of a comprehensive water distribution system model and groundwater model that could be used to predict impacts from various development scenarios.

#### Wastewater Collection

The existing City wastewater collection system serves only residential areas north of Louise Avenue and east of Interstate-5 along with limited commercial-industrial dischargers within the Crossroads Business Park. New development west of Interstate-5 prompted the planning and siting of a new backbone system for wastewater collection including trunk sewers, lift stations, force mains, and river crossings. In addition, a sewerage plan was prepared for industrial areas east of the urbanized City core that would eventually be served by the regional wastewater treatment plant in Manteca. Master planning services included the development of a collection system hydraulic model that could be used to determine invert elevations, pipeline sizes, and pump station requirements.

#### **Bruinville Area Master Facilities Plan**

The City of Riverbank needed master facilities plans for the Bruinville area which consisted of approximately 480 acres of planned development. Nolte prepared the water, wastewater, and storm drainage conceptual infrastructure plans. A preliminary





analysis of existing water, wastewater, and storm drainage infrastructure along with a capacity needs evaluation based on the land usage were determined and compared to standard design criteria and performance requirements. A conceptual system map was prepared for each utility showing preliminary sizing and locations of major components. Support infrastructure or trunk lines needed in adjoining areas were identified. A concept-level opinion of probable construction cost was also prepared for each infrastructure system.

#### **UC Merced Conceptual Water Plan**

Nolte prepared a conceptual plan for integrated water-related infrastructure systems for the proposed UC Merced campus and the surrounding University Community Planning Area (UCPA). The Conceptual Water Plan was prepared to guide UC and the County through the master planning process for the Campus and UCPA. Over the course of three months, the Nolte team of senior professionals met for brainstorming sessions to prepare the Conceptual Water Plan. In addition to these meetings, the team held working sessions with the client, regulators, and key stakeholders, such as the City of Merced, County of Merced, and Merced Irrigation District to incorporate their comments throughout the preparation of the plan.

The Conceptual Water Plan presents five individual water-related infrastructure scenarios and seven potential institutional arrangements. UC and key stakeholders ranked each of the scenarios and institutional arrangements according to specified technical and implementation criteria. Based on the ranking, a preferred scenario and implementation plan was recommended. The preferred scenario includes aspects of all five individual scenarios for water supply, wastewater treatment, disposal, and reuse, and storm drainage for the Campus and UCPA.

The plan was completed within 120 days and within budget. Nolte was subsequently brought on board by the UCPA planning consultant to apply the concepts detailed in the Conceptual Water Plan to four land configuration alternatives and to prepare planning cost estimates for construction of the water-related infrastructure systems.



## Manteca Public Facilities Implementation Plan

### Public Facilities Financing

Nolte was the prime consultant for the City of Manteca in charge of overall coordination of the four consultant groups working on the Manteca Public Facilities Implementation Plan. Nolte provided engineering services in the form of master planning for water, sewer, storm drainage and transportation infrastructure. Results of the master planning efforts coupled with forecasted growth in the community were analyzed and an infrastructure financing plan was developed. The land use planning, master planning, capital improvements plans, environmental studies, and financing plan were completed within a short 14 month schedule.

### Water Master Planning

Nolte prepared an update and expansion of the Water Master Plan for the City of Manteca as part of the South Manteca General Plan Amendment/ Area Plan. The Water Master Plan covers an urban expansion area of approximately 14,000 acres.

Currently, the city relies upon groundwater as the primary water supply and storage resource. Included in the master planning studies will be the future storage and distribution of treated surface water to supplement and/or replace the groundwater.

### Sewer Master Plan

Nolte prepared the Sewer Master Plan for major urban expansions surrounding the City of Manteca. Because the existing collection system is operating at capacity, new trunk alignments and pumping facilities were identified and evaluated. Optimization studies for two major trunk sewers have been completed that compared the net present value of each alternative.

In conjunction with the master planning work, the urban expansion areas were photogrammetrically mapped to provide accurate topographic data. With the higher level information, precise limits of gravity service have been designated.

The master plan model was developed using GIS/Hydra, an AutoCAD based data generator. The GIS Software provides a bi-



directional link of AutoCAD and dBase and allowed the land use and sewer sheds to be defined within Auto CAD. The data base input to the Hydra Sewer model is generated directly from AutoCAD and represents a major time savings.

*Storm Drainage Master Plan*

Nolte completed an update to the current master plan in conjunction with a major General Plan Amendment. In total, approximately 14,000 acres of urban expansion were studied.

In conjunction with the Storm Master Plan, Nolte developed concepts for the first multiuse drainage channel within the city. In addition, facilities recommendations for telemetric (remote) operation of the many retention basins in the city were presented.

In conjunction with the master planning work, the urban expansion areas were photogrammetrically mapped to provide accurate topographic data. With the higher level information, more accurate models were developed.

BAE QUALIFICATIONS

### Firm Description

Since 1986, BAE has focused on The Economics of Place™, providing comprehensive real estate and urban development services to public, private, non-profit, and institutional clients throughout the U.S. Our projects reflect our commitment to excellence, stewardship of communities and resources, and dedication to the future of our places.

BAE's experience spans statewide policy studies to local development projects. Based in Berkeley, California, with additional offices in the Sacramento region, Boston, and Washington D.C., we translate the best national practices into local solutions to enhance communities and neighborhoods.

Our expertise includes:

- Development Feasibility
- Redevelopment & Revitalization
- Affordable Housing
- Economic Development
- Public/Private Transactions
- Community Facilities
- Public Finance
- Economic Impacts
- Place and Site Marketing
- Litigation Support

We have also developed unique expertise in non-place aspects of urban development including sustainability, technology transfer, targeted industry studies, child care, and social services.

Our key asset is our highly-skilled core team of staff members who have worked together for many years. Collectively, we bring our training in real estate development, city planning, geography, economic development, marketing, and public policy to every



engagement. Many BAE staff are expert in community involvement and strategic planning, while others excel in technical analysis and the application of GIS to urban problems. We pioneered the use of survey research to target urban housing products, and we have provided real estate advisory services to some of the largest revitalization efforts in the U.S.

The outstanding quality of our work has been recognized by the American Planning Association (APA) and the National Association of Installation Developers (NAID) through numerous awards for excellence. The San Francisco Business Times has recognized BAE as one of the 100 Largest Women-Owned Bay Area Businesses each year since 2000.

## Key Personnel

### **Matt Kowta, MCP, Principal**

Mr. Kowta will serve as BAE's project manager for this assignment. Mr. Kowta will be actively involved in all aspects of the project, including attending key meetings and presentations, directing and overseeing all BAE work on the project. He is the founder and manager of BAE's Sacramento area office, located in Davis. He specializes in revitalization and redevelopment, public finance, fiscal impact, affordable housing, and strategic economic development. Through his work, Mr. Kowta has pioneered innovative techniques in economic analysis to meet the challenges of contemporary urban development. Prior to establishing BAE's Sacramento Region office in 1995, Mr. Kowta worked for over four years in BAE's Berkeley office. His involvement in projects extends throughout the Sacramento Region and the Central Valley, the Bay Area, and elsewhere in California and the Western U.S.

Mr. Kowta's work includes providing economic analysis in support of numerous General Plan projects, including Rancho Cordova, Davis, Pleasanton, Truckee, Citrus Heights, Rancho Cordova, Newman, and Windsor. He has extensive managing and preparing all three types of economics studies envisioned for the Lathrop General Plan Update, including economic background studies, fiscal impact analyses for General Plan alternatives, and General Plan Economic Development Elements.



Mr. Kowta earned a BA in Geography from UCLA and an MCP from UC Berkeley. He has lectured at UC Berkeley, and has been a featured speaker for UC Davis, the California Downtown Association, the California Local Agency Formation Commission, and the Urban Land Institute Real Estate School. He is a member of professional organizations including the Urban Land Institute, the American Planning Association, the International Economic Development Council (IEDC), and the California Association for Local Economic Development. Mr. Kowta serves as President of the Davis Downtown Business Association, the managing entity for the City of Davis' Main Street program.

**Sherry Okun, MA, Associate**

Ms. Okun will assist Mr. Kowta with all aspects of the project and serve as a day to day manager of BAE's own internal work efforts. She will also lead BAE's work on the fiscal impact analysis portion of the project. Ms. Okun specializes in economic impacts analysis, market analysis, and public finance. She has researched potential funding sources for public improvements along the Sacramento Riverfront, conducted dual fiscal impact analyses for two master planned communities proposed in Vacaville, and updated of a public facilities financing plan for an 823-acre mixed-use development. She is currently working on an economic analysis of build alternatives on top of the planned decking of Interstate Highway 5 in Downtown Sacramento. In addition, Ms. Okun is projecting the cumulative fiscal and economic impacts of a proposed Indian gaming casino in Rohnert Park, California. Ms. Okun has extensive knowledge of the IMPLAN input-output model, which uses county specific industry relationship matrices to estimate the economic multiplier effects of proposed projects.

Prior to joining BAE, Ms. Okun held positions in economic research with the Federal Reserve Bank of Atlanta, the Georgia State University Economic Forecasting Center, and a concert promotions firm. Ms. Okun received her Bachelor's Degree in Economics from Georgia State University and her Master's in Economics at California State University, Sacramento.



downtown and consolidation of employment centers. The Livermore Vision Project & General Plan received a 2004 Award for Excellence, Planning Implementation Small Jurisdiction from the Northern California Section of the American Planning Association.

#### **Windsor General Plan Economic Components**

BAE served as the economics consultant on the team that prepared the first General Plan for the Town of Windsor, in Sonoma County. BAE's responsibilities included preparing the Housing Element, a public facilities funding strategy, and a fiscal impact analysis to analyze the Town's budget viability through General Plan buildout.

#### **Tracy General Plan**

Tracy has a longstanding image as a rapidly growing suburban community near the Bay Area. As part of its General Plan update, the City re-focused future planning on a more pedestrian-oriented smart growth framework, including emphasis on its historic downtown and neighborhood villages. BAE analyzed the current parcel-by-parcel development pattern using assessor's parcel data, and evaluated the future demand for retail nodes within the urban village framework.

#### **General Plan Pro-Forma Project**

BAE is serving as an economics consultant for the General Plan Pro-Forma project. This project is part of the process that this newly incorporated City is undertaking to establish its own General Plan, to plan to expand the City more than five-fold over the next 30 years. The goal of the General Plan pro-forma project is to use economic analysis to help shape the General Plan in a way that is responsive to market opportunities and also safeguards the City's fiscal security as it takes on considerable new service responsibilities, not only from service area expansions, but also from expanding the range of municipal services provided. BAE has assisted with the preparation of project-specific fiscal impact analyses as well as a General Plan-level fiscal impact model which is designed to evaluate alternatives. BAE has also conducted market analysis to provide projections of demand for retail, office, and industrial land uses, in order to fine-tune the General Plan land use mix.





### **Economic Development Strategy for City of Citrus Heights**

BAE prepared a comprehensive economic development strategy for newly incorporated Citrus Heights in Sacramento County. The strategy involved an in-depth economic baseline study, including extensive primary and secondary data analysis to identify current conditions and the City's competitive niches within the larger region. Working with a public/private task force, BAE developed a three-pronged strategy to preserve and enhance the retail base, diversify the local economic base, and improve the quality of life to create a more attractive location for workers and businesses. BAE later served on the City's General Plan consultant team, and worked to ensure that the General Plan as a whole reflected key components of the Economic Development Strategy.

### **Davis General Plan Update**

BAE prepared a comprehensive fiscal impact analysis for the General Plan Update that examined four alternatives and quantified General Fund fiscal impacts at buildout and for specific years during the interim period. The analysis identified structural problems with the City's long-term cost/revenue structure, and suggested City actions to ensure long-term fiscal health as new developments are approved. In addition, to assist the City with policy decisions regarding property annexations for R&D business park development, BAE's work included screening and evaluation of the fiscal impacts of three different peripheral business/R&D park proposals.

### **Pleasanton General Plan Update**

BAE conducted a comprehensive fiscal impact analysis, including projections of costs for all General Fund programs and services and revenues to be generated by residential, retail, industrial, and hotel land uses. The analysis featured an assessment of the sustainability of long-term public service provision, including an in-depth accounting of deferred expenditures and additional expenditures needed to fully fund current services. BAE also reviewed historic and expected revenue and expense trends to identify potential changes to the City's current revenue structure. The City of Pleasanton recently selected BAE to serve a similar role for their current General Plan Update.



### **Solano County Housing Element Update**

BAE prepared the Housing Element Update for the Solano County General Plan, which includes involves primarily agricultural areas, but also includes a number of semi-rural unincorporated communities similar to some of the communities found in unincorporated City of Lathrop. BAE reviewed the performance of the prior housing element, conducted a detailed housing needs assessment based on current and projected conditions, collected input from a wide range of public stakeholders. BAE then drafted an updated set of housing policies and programs to address the housing needs and opportunities within the unincorporated area. This assignment included working closely with County staff and staff from the State Department of Housing Community Development in order to craft a Housing Element that would comply with State laws while also addressing local issues, needs, and priorities. BAE has recently been selected as part of a consultant team that will prepare a comprehensive General Plan update for Solano County.

### **Stockton Waterfront Revitalization Action Plan**

BAE managed this planning process to revitalize Stockton's historic waterfront. BAE facilitated a 28-member Task Force to assess existing opportunities and identify barriers to redevelopment, leading to a set of alternative visions and development proposals. BAE then analyzed key proposals for economic and physical feasibility, organized several public workshops, and recommended a refined land use plan. To implement the vision, a wide variety of actions were formulated, including physical improvements, economic development strategies, and development strategies for key sites. This project received the 1996 American Planning Association Award for Excellence, Implementation in a Large Jurisdiction. Many features of the plan have been implemented, including the Weber Point Events Center and Plaza, the Hotel Stockton rehabilitation, and new sports and entertainment venues.

### **Economic Development Strategy**

The City of Tracy has long served as a bedroom community for commuters to the Bay Area, due to its relatively inexpensive housing stock. As the community has grown, it has developed a



smart growth vision involving diversification of its economic base to minimize out-commuting. To implement this vision, BAE prepared an Economic Conditions Analysis, profiling Tracy's strengths, weaknesses, and economic development opportunities. In addition, BAE assisted with revision of marketing materials for the City's Economic Development Department. Working with the Economic Development Committee, BAE then developed a series of strategies to attract higher wage jobs to planned business parks, enhance the downtown, reuse obsolete buildings, and retrain the labor force.

### **Community Center Feasibility Analysis**

Working as part of a consultant team, BAE analyzed the economic and financial feasibility of converting a church acquired by the City into a multi-use community center. BAE's work included an analysis of the sources and uses of funds to complete project renovation. BAE also prepared a detailed estimate of operating revenues and costs, including operating and maintenance expenses; tenant and supplemental income, costs and revenues associated with city-sponsored programs; and facility rental income (e.g., banquets and meetings, kitchen rental). The objective of BAE's work was to realistically estimate the amount of General Fund support needed to augment other income and support planned programs and facilities.

### **Historic Landmark Marketing and Disposition, Stockton Redevelopment Agency**

This project involved the marketing and disposition of a historic downtown landmark, Hotel Stockton, which was built as a hotel and converted to office space in the 1960s. Our work included formulation of a marketing strategy, identification of target markets, preparation of an extensive mailing list, preparation of eye-catching marketing materials, interaction with interested parties, and selection of a development group.

### **Elderly Housing Feasibility Study**

BAE conducted a market analysis and financial feasibility analysis for an elderly housing project in the City of Hughson. This study included a market analysis, an assessment of available community resources to support elderly housing, a detailed segmentation of



demand for different types of elderly housing, and preparation of a pro-forma feasibility analysis to determine the subsidy needed to make the housing affordable to senior households with different income levels.

**Economic Analysis of Port of Stockton Development Plans, Friends of Riviera Cliffs**

BAE assisted this community based group in its land use advocacy activities by providing an evaluation of the economic basis for the Port's plans to expand onto the former Rough and Ready Island naval depot. BAE analyzed job creation, market demand, and the potential for the development project to create "living wage" jobs for residents of the Stockton area.

Approach

### Phase 1 – Program Initiation

#### PHASE SUMMARY

During this phase, City staff and the Consultants will establish the foundation for the General Plan Update, including developing tools to be used during the Update, meeting with the City Council and Planning Commission, and initiating the public outreach program.

#### TASK 1.1 – SCOPING

At the start of the General Plan Update program, the Consultants will meet with City staff to review the objectives for each project component and to discuss key issues of integration and consistency with existing plans and programs. Work under this task will include the following:

- Develop a detailed project schedule for each task and the community outreach and participation program;
- Review and discuss overall format and organization of the General Plan Update products;
- Identify key stakeholders; and
- Determine/confirm the Planning Area.

#### TASK 1.2 – STAKEHOLDER INTERVIEWS

Please refer to the Public Outreach Program at the end of this section.

#### TASK 1.3 – LAND USE DATABASE

The Consultants will work with the City to identify and format information for a land use database covering the Planning Area. The database will be used for land use planning and preparation of development estimates. It is assumed that the City can provide the Consultants with an adequate set of electronic assessor's data.



#### **TASK 1.4 – BASE MAPS**

The Consultants will work with City staff to define an appropriate set of data, data formats, and metadata standards that will be used to support the General Plan Update and associated efforts. The Consultants will then format maps for report and display presentations, including establishing a uniform legend and title block for use on all maps prepared as part of the planning documents. The base map for this project will be prepared using electronic data provided by the City. All maps will be prepared in an ArcINFO, Nad 83 compatible format using standards developed with the City to ensure easy integration into the City's GIS system during the plan update and upon project completion.

#### **TASK 1.5– PROJECT WEBSITE**

Please refer to the Public Outreach Program at the end of this section.

#### **TASK 1.6 – NEWSLETTER: THE GENERAL PLAN UPDATE PROCESS**

Please refer to the Public Outreach Program at the end of this section.

#### **TASK 1.7 – MEDIA OUTREACH**

Please refer to the Public Outreach Program at the end of this section.

#### **TASK 1.8 – CITY COUNCIL/PLANNING COMMISSION JOINT STUDY SESSION: PROJECT INITIATION**

Please refer to the Public Outreach Program at the end of this section.



## TASK 1.9 – COMMUNITY WORKSHOPS: GENERAL PLAN UPDATE PROCESS

Please refer to the Public Outreach Program at the end of this section.

### Phase Products:

- Detailed Project Schedule
- Summary of Stakeholder Interviews
- Workshop Summaries
- Project Base Maps
- Land Use Database
- Project Website
- Newsletter #1 (250 copies + electronic file in PDF format)

## Phase 2 – Background Report

### PHASE SUMMARY

During this phase, information will be compiled on existing conditions in the city for use in the Background Report. The Background Report will focus on existing conditions and trends and the regulatory framework affecting the issues addressed. Compiling this information will involve reviewing pertinent documents (i.e., existing General Plan elements, special studies, EIRs, etc.) and contacting appropriate agencies and organizations. Information from topic elements adopted in recent years will be reformatted and updated only as necessary for incorporation in the Background Report.

### OBJECTIVES

The objective of this phase is to develop and document a comprehensive picture of the existing conditions found in the city today and provide a look at the history of the area to provide needed insight and perspective.





## TASK 2.1 – ADMINISTRATIVE DRAFT BACKGROUND REPORT

The Consultants will collect data for the Background Report to address the following topic areas:

### *Introduction*

- Regional Setting
- Planning Area
- Organization and Purpose of the Background Report

### *Demographics and Economic/Fiscal Conditions*

#### Demographic and Labor Market Conditions

Demographic trends for California since 1990 indicate an aging population, increasingly diverse ethnic composition (with Hispanics representing the fastest growing ethnic group), and rapid inland population growth compared to coastal areas. This pattern is well-reflected in Lodi. Lodi is evolving from a retail/services center for the surrounding agricultural economy to a more diverse economy. This can present challenges as traditional agricultural sectors wane, and opportunities as new economic sectors emerge.

The Background Report will begin with an assessment of shifts in the city's demographic characteristics over the last 10 to 15 years. Factors to be evaluated include population, ethnic/racial composition, educational attainment, and occupational and household income trends. In addition, a likely range of citywide population, housing, and employment growth through 2025 will be established based on San Joaquin Council of Governments projections.

#### Employment and Real Estate Market Conditions

Trends in the San Joaquin Valley continue to suggest a broadening employment base showing less reliance on the agricultural sector. Historical analysis at the regional level will provide an overview of the larger employment base, evaluate evolving industries over the last 10 years along with projections of regional employment



growth, and identify potential opportunities for the city to diversify its economy by participating in these regional trends.

The report will include an overview of current residential, retail, office, and industrial real estate market conditions, including current vacancy rates and trends, lease rates/sales prices and trends, tenant requirements, factors influencing demand for the various sectors, and identification of Lodi's market positioning in relation to other competitive areas. Based on interviews to be conducted with knowledgeable local real estate professionals, the Consultants will identify those non-residential sectors that are driving demand for new commercial space in Lodi. Additional evaluation of citywide retail conditions will include an estimate of current citywide retail "leakage" or "injection," whichever may be the case.

This analysis will include an assessment of the rates of absorption of the city land supply in the nonresidential and residential markets, and identification of prominent local employment clusters. The analysis will conclude with estimates of the amount of vacant land designated for non-residential uses that the City should include in the General Plan Update, in order to ensure adequate supplies of land to accommodate anticipated demand.

#### *Fiscal Conditions*

This portion of the Background Report will focus on current fiscal conditions in the city of Lodi, including estimates of current per-capita or per-service population revenues and costs. The analysis will acknowledge and, where appropriate, reference information contained in the City's recently released white paper, "Financial Challenges in Providing Local Services." Budget data from the City will form the basis of revenue and expenditure estimates. The actual General Fund revenues and expenditures for the most current Fiscal Year (i.e., Fiscal Year 2006-2007) will serve as the primary source of data for this analysis. Through an interview process, City staff will have the opportunity to supply the additional information needed to complete the fiscal impact analysis, particularly in the case of public protection expenditures where it will be important to understand overall service expansion plans and the growth-related factors that will affect those plans.



Departmental costs will be estimated on an incremental (marginal) cost basis or on an average cost basis, depending upon circumstance, data available, and the degree of direct linkage to growth and development. A case study (marginal cost) approach is recommended initially for estimating road maintenance, police patrol, library, and recreation expenditures. Interviews with City staff from each of these departments will ensure that the appropriate cost methodologies are applied.

The City budget will also provide a guide to revenues received by the City. Revenue estimates will be based on the formulae and statutory rules associated with each key revenue source as applied to the factors that are the basis of the revenue (e.g., increases in population, property value, and retail sales). All revenue estimates will reflect current State tax laws and policies, such as the Educational Revenue Augmentation Fund (ERAF) shift, redirection of motor vehicle in-lieu fees, any other State-mandated adjustments, and property tax sharing agreements between the City and the County.

Overall, the Background Report will assess the longer term viability of cost and revenue levels. An understanding of the City's fiscal condition is an important measure of the capacity to support municipal services provided by the City within its jurisdiction. Because the city will add residents and jobs based in part on land use designations in the General Plan, a fiscal balancing of new costs with new revenues will be necessary to ensure that this growth will not diminish the level of service delivered to all city residents.

The Consultants will utilize the City cost and revenue information developed for this task to provide the basis for discussion of the City's current budget situation and the prospects for future growth to generate a balance of public service costs and revenues such that the City budget is sustainable over time. Later, once General Plan Alternatives are developed, the Consultants will utilize the fiscal background information to develop a fiscal impact model, to evaluate the potential for anticipated new growth to generate revenues sufficient to offset projected service costs.



### *Land Use*

The Consultants will analyze existing land use patterns and issues and review local and regional land use plans and policies for relevance to the city and the General Plan update. This analysis will include a review and summary of the following information:

- Existing land use information (e.g., City facilities descriptions, number of dwelling units, non-residential square footage, acreages by land use designation, vacant land acreage, etc.)
- Population/demographic information including existing growth projections
- General Plan holding capacity and build-out potential
- General Plan policies, land use designations and descriptions, and land use diagram
- Zoning Ordinance and map
- Other plans

### *Community Design*

The Consultants will analyze the existing character of the community. This section will include a description of the physical setting, regional context, and growth history of Lodi. This section will also include discussion of the characteristics that define the city's identity, including the overall built form and important topographic features, circulation system, Mokelumne River, open space areas, parks, and street trees. The following topics will also be addressed in this section:

- Downtown and other key districts within the city
- Gateways
- Existing connections throughout the community
- Existing city design principles and regulations

### *Housing (Existing 2004 Housing Element)*

The Consultants propose no changes to the 2004 Housing Element Background Report section.



### ***Transportation and Circulation***

The Consultants will prepare a baseline transportation analysis describing and quantifying existing systems and services as well as the policy framework related to highways, streets, air, freight and commuter rail, public transit, and pedestrian and bicycle systems. This effort will make use of traffic count information compiled as part of our traffic model development process, as well as data available through the City's GIS resources and other information obtained from responsible planning and transportation agencies. The baseline transportation assessment will cover: functional classification of city streets; existing traffic volumes and levels of service on major roadways (up to 80 locations where traffic data is available through other sources) and on freeway segments; existing transit services and facilities; bicycle and trail systems; existing aviation facilities; and existing goods movement facilities including trucks and rail. The Consultants will make extensive use of GIS resources to produce maps of the existing systems and services to accompany the written descriptions.

The Consultants will review the existing policy framework affecting the modes of transportation studied above, including policies in the current Lodi General Plan and in other relevant City and regional planning documents. Of particular interest in this effort will be a review of the City's level of service standard, in comparison with standards in other comparable jurisdictions. Potential adjustments to the City's transportation policies will be identified and discussed with staff and decision-makers.

### ***Public Services and Utilities***

The Consultants will prepare a Background Report section which summarizes the following public services and facilities:

#### **Water Supply and Delivery**

Groundwater is the sole source of water supply for Lodi. The City has an agreement with the Woodbridge Irrigation District to purchase approximately 6,000 ac-ft/yr of surface water for a period of 40 years. The City also supplies secondary treated recycled water, primarily for irrigation near the area surrounding the White Slough Water Pollution Control Facility (WSWPCF). The



Consultants will summarize all the existing sources of supply and discuss future water supply constraints with groundwater supply, availability of surface water supply and recycled water supply. The Consultants will provide several maps depicting the major conveyance facilities to illustrate the future water supply networks. Included in this subsection will be discussions regarding the estimated buildout water demand, proposed water supply improvements, storage constraints.

#### *Wastewater Collection/Disposal*

The Consultants will summarize all the current wastewater collection, treatment, and disposal practices within the city of Lodi. The cornerstone of the City's wastewater collection/disposal program is the WSWPCF, originally constructed in 1966. The current City of Lodi Sewer Master Plan will be reviewed and summarized in this sub-section to identify available treatment options, disposal alternatives, and infrastructure needs to meet the needs of the city. The Consultants will provide several maps depicting the major collection/disposal facilities to illustrate the future wastewater collection/disposal system. A particular emphasis will be placed on discussing existing wastewater collection/disposal deficiencies, regulatory concerns, and other policies.

#### *Storm Drainage/Flood Control*

The City maintains an intricate, gravity-based stormwater system made up of several detention basins. Disposal of the stormwater runoff is accomplished by pumping to the existing Woodbridge Canal, Lodi Lake, or the Mokelumne River. The Consultants will summarize and augment the existing storm drainage system with information regarding existing major creeks and streams that may be affected from the infrastructure necessary to meet Lodi's flood control needs. This portion of the section will include policies and criteria for Lodi's storm drainage/flood control needs.

#### *Solid and Hazardous Waste*

This section will contain information on the existing level of regional solid waste facilities, such as the North County Recycling Center and Sanitary Landfill and Foothill Landfill, and collection services provided within the city. Existing demand and facility



capacity will be documented based on input received from regional and city service providers and by review of the Solid Waste Management Plan. The hazardous materials handling and regulation portion of this task will be coordinated with the analysis completed as part of the safety section of the Background Report, discussed below.

#### Utilities

This section will contain information on the existing level of public facilities, services, and utilities provided within the city. Specifically, this section will focus on the following services: gas and electric service (PG&E and Lodi Electric Utility) and communication systems. Existing demand will be documented based on input received from service providers within the city.

#### Law Enforcement

This section will contain information on the existing level of law enforcement facilities and services provided within the city. Existing demand and service levels will be documented based on input received from the Lodi Police Department.

#### Fire Protection

This section will contain information on the existing level of fire protection facilities and services provided within the Planning Area. Existing demand and service levels will be documented based on input received from the Lodi Fire Department. Information on existing emergency medical services will also be reported as part of this task.

#### Schools and Library

This section will contain information on the existing level of education and library facilities and services provided within the city. Existing demand and service levels will be documented based on input received from the Lodi Unified School District and the Lodi Public Library.

#### City Services

This section will contain information on the existing level of general governmental services provided by Lodi within the Planning Area. Existing demand and service levels will be documented based on input received from City departments and



other public service providers. The Lodi Electric Utility will be addressed under the Utilities section described above.

#### *Infrastructure Financing Analysis*

The Consultants will compile an inventory of the City's existing infrastructure programs, standards, and financing mechanisms. The Consultants will conduct a review of the City's major existing capital improvement funding needs based on available data to be furnished by the City or generated by the Consultants, distinguishing where possible between capital improvements needs associated with existing deficiencies versus capital improvements associated with support for continued growth of the community. Where appropriate, the City's service standards for each major program or infrastructure type will be referenced. The inventory will be expressed as a matrix of facilities or programs relying on a variety of funding mechanisms and sorted by infrastructure type. Using input from City staff, the Background Report will briefly assess the adequacy of existing City capital funding programs.

#### *Natural Resources*

This chapter covers a wide range of topics related to the conservation, development/use of natural resources, and the preservation/conservation of open space resources in the city. The Consultants will prepare a background report section which summarizes the following:

#### *Agricultural Resources*

Since much of the Planning Area contains active agricultural lands, this section will identify Prime Farmlands. Farmland of Statewide and Local Importance, and Unique Farmland will be identified as mapped by the Department of Conservation. Active Williamson Act contracts will also be identified.

#### *Water Quality*

Potential pollution and areas susceptible to water quality degradation will be identified in this section. In preparing this section, information from previous reports, service providers, the State Department of Water Resources, State Department of Health





Services, and the Regional Water Quality Control Board will be used.

#### *Energy/Mineral Resources*

A description and evaluation of the extent and location of mineral resources, including aggregate resources, based upon published information available from the State Department of Conservation/Division of Mining and Geology will be included. Past and present areas of mineral resource development will be identified. For energy resources, the evaluation will document facilities producing energy within the city, including steam generation and the potential for energy creation from dairy wastes.

#### *Biological Resources*

Biological resources will be identified and mapped using available data and a field reconnaissance survey of the Planning Area. Information to be reviewed includes the occurrence records of the California Natural Diversity Database, the San Joaquin County Multi-Species Habitat Conservation Plan, the National Wetlands Inventory, and environmental documents for specific projects in the Planning Area. Representatives of State and Federal regulatory agencies, and other knowledgeable organizations will be informally consulted as necessary to discuss any sensitive resources of particular concern, such as Swainson's hawk. Key sensitive resources within the Planning Area may include jurisdictional waters of the U.S. (including streams), essential habitat for special-status species, wildlife movement corridors, and riparian habitats. Reconnaissance level fieldwork will be conducted as part of this task, but no detailed surveys are proposed. This section includes:

- Description of principal vegetation cover types and wildlife habitat types;
- Lists of special-status species that have been recorded or suspected to occur within the Lodi vicinity;
- Mapping of potential jurisdictional waters; and
- Description of any sensitive natural communities and other important biological resources in the Planning Area.



A habitat suitability analysis will be conducted during preparation of this section to determine the potential for occurrence of special-status species in the Planning Area. Data from the San Joaquin Multi-Species Habitat Conservation Plan (HCP) will be reviewed, and applicability of participating in the HCP to mitigate potential impacts of urban development will be assessed. Although it appears unlikely, recommendations for protocol-level surveys will be identified if warranted depending on the level of analysis desired by the City for all or part of the Planning Area.

#### *Scenic Resources*

The primary scenic resources within Lodi are the rural and agricultural aspects of non-urbanized areas of the city, as well as the Mokelumne River. Since the primary scenic resource in the city consists of agricultural and riparian open space, the Consultants will evaluate the nature and distribution of developed and undeveloped open space resources within the Planning Area and region. This evaluation will focus on open space resources as described in Government Code §65560. The trend of open space conversion will be documented using information available from the Department of Conservation.

#### *Recreation and Cultural Resources*

The Background report will also address existing recreational and cultural resources within Lodi.

#### *Recreation*

Existing recreation resources within the city, including public and private parks and recreation areas, and recreational opportunities along the Mokelumne River will be identified. Based on information obtained from service providers and land management agencies, we will identify trends in the development and use of recreation facilities within the city.

#### *Archeological and Historical Resources*

A full cultural survey of the city is not feasible; however, a sensitivity analysis is possible and appropriate. The sensitivity analysis will be based on a review of records maintained at the regional information center and published research papers. In addition to research on prehistoric resources, this section will also



document the city's historic resources. Data on existing resources and structures will be compiled from existing literature and discussions with local service organizations that focus on preservation of the city's history. This section will also document any historic properties/resources that are currently listed on the national Register of Historic Places, the California Register of Historic Resources, and other recognized lists.

### ***Safety***

The primary public health and safety concerns to be addressed include human-made hazards (e.g., hazardous materials, plane crashes) and natural events (e.g., earthquakes, fire, and flooding). Existing information relative to the risks posed by these events will be reviewed by the Consultants and compiled into a usable format. Specific research topics include the following.

#### *Geologic and Seismic Hazards*

Using information from the previous general plan, recent geologic maps/studies provided through the California Geological Survey and the U.S. Geological Survey, and available information from the Natural Resource Conservation Service, the Consultants will update and characterize the general nature of the geological environment and hazards in the city. The Consultants will also obtain and summarize relevant data from the California Geological Survey to address recent determinations associated with any Seismic Hazard Zones as prescribed under the Seismic Hazards Mapping Act of 1990 and the Alquist-Priolo Earthquake Fault Zoning Act of 1972. Additional topics addressed will include general soil strength properties, shrink/swell potential (expansive soils), potential for differential settlement, and compressibility.

#### *Fire Hazards*

Based on information available from the Lodi Fire Department, local fire hazards and risk, if available, will be described and mapped. Since the city is mainly surrounded by agricultural fields, the risk of wildland fire is anticipated to be low and the primary risk of fire would be urban fire. In conjunction with the Fire Services analysis described above, we will describe existing fire protection resources available to protect persons and property from the risk of fire. Recent State requirements for fire-proofing



in wildland fire hazard areas will also be described, if high fire hazard areas are identified.

#### Human-made Hazards

A general summary of major users/producers of hazardous materials will be included as part of the section. Information will be used to identify the potential user of chemicals or fertilizers. A search of the EPA's website and the California Department of Toxic Substance Control's CalSites will be completed to identify potentially hazardous sites and EPA-regulated facilities. The County Environmental Health Department will also be contacted to gather additional information on hazardous users in the city. This information will be used to determine general past and present use of hazardous materials or chemicals in the city. This information will also be used to recognize potential sources of contamination that may require future investigation as future specific developments are proposed.

#### Airport Safety

The Lodi Airport, Lodi Airpark, and Kingdom Airpark are the closest airports to the Planning Area. Based on information provided by the Airport Land Use Commissions, contained within the Airport Land Use Plans and based on conversations with the airport managers, the information on aircraft overflight and safety zones that could affect the location of urban uses will be compiled. Regulations for air safety promulgated by the Caltrans Division of Aeronautics and the Federal Aviation Administration will be summarized.

#### Flooding Hazards

The Consultants will review relevant City information, together with FEMA's Flood Insurance Rate Maps and existing hydrologic investigations, to identify the flood potential from area streams and rivers. In addition, State data on dam inundation will be used to identify any potential risk associated with the failure of dams.

#### Air Quality

Existing air quality and trends, regulations, information and issues will be identified. In addition, existing substantial sources of air pollution within the Planning Area, including confined animal facilities, and sensitive receptors susceptible to air quality



degradation will be identified. In preparing this section, information from previous reports, and on data, information, and reports from the San Joaquin Valley Air Pollution Control District, the California Air Resources Board, and the U.S. EPA will be utilized.

### ***Noise***

The noise level standards contained in the existing General Plan Noise Element, as well as any germane City, State, and Federal standards will be identified in this section.

The existing ambient noise environment within the General Plan Area through eight to 12 24-hour measurements and 10 to 15 short-term noise level measurements and through application of accepted noise prediction methodologies will be quantified. Noise measurements sites will be developed with input from City staff. The following noise sources will be evaluated:

- Traffic noise, including State Route 99 and major arterials
- Railroad operations
- Major stationary noise sources, such as food and dairy operations and other commercial and industrial uses

### ***Bibliography***

- References
- Personal Communications

## **TASK 2.2 – PUBLIC REVIEW DRAFT BACKGROUND REPORT**

Following the meetings with City staff, appropriate changes will be made based on comments received and a public draft will be prepared.



## **TASK 2.3 – CITY COUNCIL/PLANNING COMMISSION JOINT STUDY SESSION: BACKGROUND REPORT**

Please refer to the Public Outreach Program at the end of this section.

### **Phase Products:**

- Administrative Draft Background Report (10 copies)
- Public Review Draft Background Report (50 copies + electronic file in PDF format)
- Baseline Transportation Conditions and Policies Report

## **Phase 3 – Issues, Opportunities, and Vision**

### **PHASE SUMMARY**

During this phase, the Consultants will work with the community, Planning Commission, and City Council to identify key issues and opportunities and develop an overall vision for the future of Lodi.

### **TASK 3.1 – ISSUES AND OPPORTUNITIES SUMMARY**

A summary of the input received from all sources on issues and opportunities will be prepared in draft form for City staff review. Upon receipt of comments, this summary will be revised and made available for public review.

### **TASK 3.2 – NEWSLETTER – OVERVIEW OF ISSUES AND OPPORTUNITIES**

Please refer to the Public Outreach Program at the end of this section.

### **TASK 3.3 – COMMUNITY WORKSHOPS: ISSUES AND OPPORTUNITIES**

Please refer to the Public Outreach Program at the end of this section.



## **TASK 3.4 – CITY COUNCIL/PLANNING COMMISSION JOINT STUDY SESSION**

Please refer to the Public Outreach Program at the end of this section.

### **Phase Products:**

- Admin. Draft Issues and Opportunities Report (10 copies)
- Public Review Draft Issues and Opportunities Report (30 copies + electronic file in PDF format)
- Newsletter #2 (250 copies + electronic file in PDF format)
- Workshop Summaries
- Draft Vision Statement



## Phase 4 – Alternatives Report

### PHASE SUMMARY

During this phase, the Consultants will work with the community, Planning Commission, and City Council to develop, evaluate, and select land use and policy alternatives that will create a framework for the new General Plan.

#### TASK 4.1 – DEVELOP POLICY AND LAND USE ALTERNATIVES

The Consultants will develop three alternative growth scenarios for land use and transportation needs for the city based on data research and analysis, the public input process, and population projections for the city. Supporting maps, graphics, and narrative suitable for public viewing, that depict the range of alternatives will be prepared.

In addition to land use/circulation alternatives, the Consultants will also develop alternative approaches to address the key issues and opportunities and vision identified in Phase 3.

#### TASK 4.2 – EVALUATE GROWTH ALTERNATIVES

The Consultants will work with City staff to evaluate the three selected alternatives in terms of impact on existing programmed public facilities or networks, impact on the natural environment, and fiscal implications. Population projections based on land use buildout will be developed. Specific areas that will be addressed include water and wastewater demands, and fiscal, traffic, and environmental impacts.

#### TASK 4.3 – ADMINISTRATIVE DRAFT ALTERNATIVES REPORT

The Consultants will compile the information prepared in Tasks 4.1 and 4.2 into an Administrative Draft Alternatives Report.





#### **TASK 4.4 – PUBLIC DRAFT ALTERNATIVES REPORT**

Following review by City staff, the Consultants will revise the Alternatives Report to reflect suggested changes.

#### **TASK 4.5 – NEWSLETTER: ALTERNATIVES**

Please refer to the Public Outreach Program at the end of this section.

#### **TASK 4.6 – COMMUNITY WORKSHOPS: ALTERNATIVES**

Please refer to the Public Outreach Program at the end of this section.

#### **TASK 4.7 – CITY COUNCIL/PLANNING COMMISSION JOINT STUDY SESSION**

Please refer to the Public Outreach Program at the end of this section.

Phase Products:

- Administrative Draft Alternatives Report (10 copies)
- Public Review Draft Alternatives Report (40 copies + electronic file in PDF format)
- Newsletter #3 (250 copies + electronic file in PDF format)
- Draft and Final Technical Memorandum on Traffic Forecasting Results
- Workshop Summaries

### **Phase 5 – Draft Goals and Policies**

Based on direction provided by the Planning Commission, City Council, and City staff, the Consultants will prepare the draft General Plan Goals and Policies Report. This document will contain the vision statement(s) and the goals, policies, and implementation programs that make up the heart of the General



Plan update. As designed, the setting information contained in the Background Report will be bound separately from the General Plan Goals and Policies Report. This allows the setting information to be shared by the General Plan and the EIR, thereby eliminating redundancy and making the background information easier to maintain.

The General Plan Goals and Policies Report will address the full range of issues specified by State planning law, as well as those of particular local importance.

## OBJECTIVES

The objective of this phase is to develop a set of goals, policies, and implementation measures that can be successfully used to guide the City to the future envisioned by the City.

## TASK 5.1 – ADMINISTRATIVE DRAFT GOALS AND POLICIES REPORT

Due to City staff's familiarity with the city and its communities, the Consultants will work closely with staff in formulating the goals, policies, and implementation measures, as well as the Land Use and Circulation Diagrams. The following components will be included in the Goals and Policies Report:

- Introduction
- Summary: Vision for Lodi 2030
- Economic Development Element
- Land Use Element
- Community Design Element
- Transportation/Circulation Element
- Housing Element
- Natural and Cultural Resources Element
- Health and Safety Element

### *General Plan Elements*

The following components will be included in the General Plan document:



### Economic Development

The General Plan policy framework must be grounded in a comprehensive understanding of both the city's existing economic base and its prospects for future economic development. The Economic Development element will address the three classic elements of economic development, including retention, expansion, and attraction. The unique circumstances of Lodi, which will be evaluated during the Background Report phase of the General Plan Update, will help to determine the relative emphasis to be placed on each component. In addition, given the General Plan's anticipated residential development, the Economic Development Element will include policies to encourage jobs/housing balance and also encourage creation of new jobs with potential wages that are adequate to allow local workers to afford housing in the local market.

### Land Use

The Land Use Element will cover issues including: land use types, distribution, and intensity; population and building density; existing specific plans; public land ownership; and will provide a land use diagram. This element will focus on the future growth and physical development of the city.

Issues pertaining specifically to land use that will be addressed include:

- Appropriateness of current land use designations and policies for meeting the agricultural, residential, commercial, and industrial needs of the city
- Land use regulations necessary to achieve urban forms desired
- Providing guidance on the timing of development
- Inclusion of appropriate "smart growth" concepts and necessary design guidance to achieve these concepts
- Providing community separators
- Providing the appropriate mix of land uses to maintain economic balance in the city
- Focus on revitalization and infill in appropriate portions of the city



The Consultants will work with City staff to develop land use designations and prepare a draft land use diagram for the General Plan that implements the preferred alternative selected by the City Council. The Consultants will review existing designations, community plans, and specific plans and propose a concise set of land use designations that fit the needs of the City. The designations and diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, waste disposal, recreation, agriculture, natural resources, and open space. The land use designations will include standards of population density and building intensity.

#### *Community Design*

The Consultants will create an element that provides guidance for future development to ensure that it enhances the existing visual character of the community. In addition, goals and policies that target important features of the community, such as Downtown and the Mokelumne River will be included to enhance those existing assets. The element will also address other issues such as gateways into the city and Downtown, connections throughout the community, and ways to improve the pedestrian friendliness of the city.

#### *Transportation / Circulation*

The Consultants will develop a broad set of transportation policies based on professional best practices, direction from City staff, and input from the public and local decision-makers throughout the General Plan process. The Consultants will consolidate other information and recommendations developed through previous tasks into the Circulation Element of the General Plan. As described above, the new citywide travel model will be used to assess potential future roadway deficiencies, and to recommend a future transportation network to accommodate the Plan's land use element and satisfy the Plan's transportation and land use policies.

The Circulation Element's system plan will encompass the full range of transportation modes, including conceptual locations for major roadways, transit, and pedestrian and bicycle corridors.



Because the Citywide travel model does not contain a detailed mode choice component, the evaluation of non-roadway transportation systems will be conducted at a qualitative level of detail. We will coordinate with Lodi Transit and SJRTD to ensure that the General Plan fully captures the potential for future transit services both within the city and connecting the city to other parts of the region.

Pending discussions with City staff, it is anticipated that the Circulation Element will address the following:

1. Introduction
  - a. Lodi's travel characteristics and regional setting
  - b. Diagrams of existing street network, bicycle/pedestrian network, and public transit system
  - c. Regulatory framework
  - d. Relationship to other elements
2. Goals, Policies, and Implementation Actions
  - a. Streets and highways
  - b. Public transportation
  - c. Bicycle and pedestrian transportation
  - d. Freight transportation (both highway and rail)
  - e. Transportation demand management
  - f. Neighborhood traffic management
3. Street and Highway Network, Classification, and Operations
  - a. Street classification system
  - b. Circulation diagram showing planned transportation improvements
  - c. Standards for traffic level of service
4. Public Transportation System
  - a. Proposed transit system and services
5. Bicycle and Pedestrian Systems
  - a. Bicycle and pedestrian facility classification system
  - b. Proposed bikeway and pedestrian system



## 6. Freight Transportation Systems

- a. Proposed truck routes
- b. Proposed rail transportation and connections to the street network

### Housing (Existing 2004 Housing Element)

The Consultants will review the 2004 Housing Element for consistency with other General Plan elements.

### Public Facilities & Services

This element will address public facilities and services, including: water service; wastewater collection, treatment, and disposal; storm drainage and flood protection; schools; general government services; fire protection; law enforcement; solid and hazardous waste disposal; utilities (gas, electric and communications); and public facility and service finance. This element will also provide detailed information on the infrastructure needs, costs, and phasing required to facilitate the implementation of this General Plan. Issues for which goals and policies will be developed include:

- Funding
- Water-related infrastructure
- Water supply reliability
- Groundwater extraction
- Conversion of agricultural water use to municipal supplies
- Water conservation
- Water reuse
- Sustainable practices
- Drainage design practices
- Flood control strategies
- Development constraints
- Wastewater collection, treatment, and disposal
- Storm drainage/flood control
- Solid and hazardous waste
- Utilities
- Law enforcement
- Fire protection
- Schools and libraries



- City services

### *Natural and Cultural Resources*

This element will address the conservation, development, and use of natural and cultural resources and will also deal with plans and measures for preserving open space, scenic, biological, and cultural resources. It will explore the conservation and enhancement, or managed production of resources, water resources (groundwater, rivers, creeks, wetlands), biological resources (flora, fauna, habitat, sensitive natural communities, and special-status), and cultural resources (historic and archaeological). Issues for which goals and policies will be developed include:

- Water resources
- Energy/mineral resources
- Biological resources
- Agricultural resources
- Scenic resources
- Archeological and historical resources

This element will also address enhancing outdoor recreational opportunities (e.g., parkland and resources for outdoor recreation such as wildlife refuges and hunting clubs).

### *Health and Safety*

This element will address a number of public safety issues, including air quality, seismic and geologic hazards, flooding hazards, fire hazards, aircraft crash hazards, and hazardous materials. Maps will be created for the element that illustrate the location of known seismic and other geologic hazards, hazardous materials sites, fire and flood hazard areas, and air safety zones. Safety overlaps with other mandated elements such as land use, conservation and, open space. The update will provide that this element is consistent with the discussion in the other elements. Issues for which goals and policies will be developed include:

- Geologic and seismic hazards
- Flood hazards



- Fire hazards
- Human-made hazards
- Airport safety
- Flooding
- Hazardous materials/waste
- Air quality

For noise, the Consultants will prepare a section of the element that will include land use compatibility criteria and noise contours for major roadways and other major transportation-related noise sources. It is intended that separate criteria will be developed for transportation-related noise sources such as roadway traffic, and for stationary noise sources such as loading docks, operations of heavy equipment, etc. The Consultants will coordinate the development of policies to update the General Plan's noise requirements to address:

- Transportation-related noise
- Non-transportation-related noise

## **TASK 5.2 – LAND USE DIAGRAM**

It is the Consultants' intention to prepare numerous graphics in the General Plan documents to illustrate various General Plan topic areas. The Land Use and Circulation Diagrams are outlined in these tasks since they are State requirements for general plans.

The Consultants will work with City staff to develop land use designations and prepare a draft land use diagram for the General Plan that implements the preferred alternative selected by the City Council. The Consultants will review existing designations and specific plans and propose a concise set of land use designations that fit the needs of the City. The designations and diagram will indicate the distribution, location, and standards for the use of land for housing, commerce, industry, public facilities, waste disposal, recreation, agriculture, natural resources, and open space. The land use designations will include standards of population density and building intensity.





### **TASK 5.3 – CIRCULATION DIAGRAM**

Please refer to the description in Task 5.2.

### **TASK 5.4 – PUBLIC REVIEW DRAFT GOALS AND POLICIES REPORT**

Following input by the City Council and Planning Commission, the Consultants will make appropriate revisions in consultation with City staff, and a Public Draft Goals and Policies Report will be prepared.

### **TASK 5.5 – CITY COUNCIL/PLANNING COMMISSION JOINT STUDY SESSION**

Please refer to the Public Outreach Program at the end of this section.

Phase Products:

- Administrative Draft Goals and Policies Report (25 copies + electronic files)
- Public Review Draft Goals and Policies Report (50 copies + electronic files)

## **Phase 6 – Environmental Impact Report**

### **PHASE SUMMARY**

During this phase, the Consultants will prepare a Draft EIR analyzing the potential impacts of the Draft General Plan. The objective of this phase is to develop an EIR that will provide an easy-to-understand overview of the impacts associated with implementation of the General Plan, so that decision-makers can make an informed decision on the future of the city. The EIR will be designed to meet the requirements of the California Environmental Quality Act (CEQA) and to streamline future City consideration of development and public works projects consistent with the General Plan.



The Consultants will prepare an EIR that addresses the full range of issues identified in the updated General Plan and conforms to the requirements of the CEQA as set forth in Sections 15126, 15175, and 15176 of the CEQA Guidelines. Our proposed EIR scope of work incorporates the City's typical EIR processing requirements through preparation of the Final EIR.

Using the Background Reports as a baseline, the Consultants will prepare a draft EIR assessing the environmental impacts of the Draft General Plan Goals and Policies Report and land use diagram.

Our scope of work covers preparation of an EIR that will establish the cumulative, growth inducing, and irreversible significant effects framework for consideration of the environmental impacts of subsequent development projects. The Consultants will integrate policies into the draft Goals and Policies Report that "pre-mitigate" potential environmental issues. This self-mitigation approach will minimize ongoing reliance on external mitigation measures and will allow for ongoing monitoring of mitigating policies through routine implementation of the General Plan.

#### **TASK 6.1 – INITIAL STUDY, NOP, AND SCOPING MEETING**

The Consultants will prepare a Notice of Preparation (NOP) and Initial Study for the EIR in accordance with CEQA requirements. The Consultants will assist with the creation of a NOP notification list, but assume the City will be responsible for the actual mailing of the NOP.

During the NOP comment period, the Consultants will facilitate a Scoping Meeting to accept comments from the public and agencies regarding issues that should be addressed in the EIR.

#### **TASK 6.2 – ADMINISTRATIVE DRAFT EIR**

Based on the material developed in the Background Reports and responses to the NOP and comments received at the Scoping Meeting, the Consultants will prepare an Administrative Draft EIR in accordance with CEQA. Circulation of the NOP may also lead to



relevant issues that may need to be included in the environmental analysis. The Consultants are responsible for the preparation of a legally adequate and appropriate EIR for the General Plan.

In order to provide a "range of reasonable alternatives" to the General Plan, as required by CEQA Guidelines Section 15126.6, this scope of work assumes the analysis of one to two additional alternatives, in addition to the "No Project" alternative. The alternatives analysis will compare the environmental effects of the project alternatives.

The Consultants will prepare the administrative draft EIR in accordance with a project description approved by the City. The description of the environmental and regulatory setting for the General Plan will be based on the Background Report and will be prepared by the Consultants to provide a user-friendly format.

Each environmental section will start with a description of the regulatory and existing environmental setting for the specific impact topic to be addressed in the section. This will prepare the groundwork for impact analysis and recommended mitigation measures.

Thresholds of significance will be presented after the existing setting section and will either list the particular CEQA Guidelines threshold, an existing regulatory standard, or a standard to be adopted by the City. Prior to the preparation of the EIR, the Consultants will work with the City to finalize the thresholds of significance that will be used for the EIR.

The number of impacts to be analyzed and the depth of analysis will be a function of responses to the NOP and the City's direction based on current needs.

Impacts will be identified and mitigation measures will be prepared to reduce significant impacts to a less-than-significant level, when feasible. Cumulative impacts will be addressed in each environmental section. For each potentially significant impact identified in the administrative draft EIR, the Consultants will



identify mitigation measures or policy statements proposed by the City as part of the project to reduce identified impacts.

### ***Introduction***

The introduction to the EIR will contain an overview of the EIR process and include opportunities for public review and comment.

### ***Executive Summary***

This section will provide a summary of the entire EIR in a form consistent with current CEQA regulations. This summary will facilitate a quick understanding of environmental issues and the actions required to mitigate potential impacts. It will include a summary table of impacts, mitigation measures and levels of significance before and after mitigation.

### ***Project Description***

The Project Description chapter of the EIR will contain the project's objectives, a description of the proposed project and general setting, and an overview of the EIR process.

### ***Setting, Impacts, and Mitigation Measures***

Using the existing setting information provided in the Background Report, the Consultants will apply the Thresholds of Significance discussed above to assess potential impacts and their significance. Adverse impacts that meet or exceed the threshold criteria will be considered significant. Additionally, all impacts will be characterized in terms of short- or long-term effects and presented in a logical discussion that the general public can understand.

All environmental resource topics identified in the initial study will be addressed in the EIR. The following paragraphs provide an overview of the approach to be used for each resource topic.

#### **Land Use**

The EIR will identify existing local land use and the jurisdictional and regulatory settings. It will address the project's consistency with local land use plans, the conversion of agricultural lands and open space, and compatibility with adjacent existing land uses.



### Circulation / Transportation

Much of the technical analysis necessary to support the General Plan EIR will be conducted as part of developing the Circulation Element. For purposes of the EIR, the Consultants will define thresholds of significance for transportation impact analysis, define the study area within which impacts could reasonably be expected, analyze the traffic, transit, and non-motorized impacts of the No Project and the Preferred Alternative scenarios, and recommend mitigation measures to address potentially significant impacts of the Plan.

This scope assumes that two scenarios will be quantitatively analyzed in the EIR, with a detailed discussion of impacts and mitigation measures: the Future No Project case; and the final Preferred Alternative for General Plan Buildout. Up to three additional General Plan land use alternatives will be addressed in lesser detail, drawing upon the analysis conducted in Task 3 above; a detailed list of impacts and mitigation measures will not be developed for these alternatives.

### Aesthetics

The Aesthetics section of the EIR will address the potential visual impacts of the preferred General Plan, such as the visual impact related to the conservation of agricultural lands to urban uses and increases in glare.

### Agricultural Resources

Using Important Farmland mapping data from the Department of Conservation, the EIR will analyze the impact to important farmlands related to the conservation of agricultural lands to urban uses. Lands subject to Williamson Act contracts within the Planning Area will also be identified to analyze which contracts may be affected by the proposed General Plan.

### Public Services and Utilities

The EIR will summarize existing public services and utilities in the project area, identifying service providers. The EIR will address potential additional demands on public services and utilities resulting from the implementation of the project to determine the physical improvements that will be needed to provide adequate



public services. The EIR analysis will qualitatively evaluate future infrastructure needs.

#### *Biological Resources*

The EIR will address potential biological resource issues associated with the project. This section will be prepared using existing database information to identify biological resources (special status species, wetlands, and habitats) with the potential to occur in the project study area. Minimal fieldwork will be conducted as part of this task. Field verification of habitat and gross vegetation mapping will be undertaken, but will be limited to a single field reconnaissance of the Planning Area. More detailed levels of analysis would typically be recommended in the form of General Plan policy to be conducted during environmental review of individual development applications. Should additional studies (e.g., wetland delineation, special status species surveys, detailed mapping) be desired or become necessary, they are outside of this current scope and would be completed for additional cost.

#### *Cultural Resources*

The Consultants will review recently prepared environmental documents and perform database searches to identify possible cultural resources, both historic and archaeological, in the project study area. Limited fieldwork will be performed as part of this task. Possible effects on cultural resources and measures (mitigation policies) to minimize effects will be addressed.

#### *Hydrology and Water Quality*

Based on existing studies, the EIR will provide a summary of existing groundwater recharge, surface flows, flooding, and associated water quality of the study area. The EIR will also characterize potential hydrology and water quality effects resulting from the future planned growth and identify measures (mitigating policies) to minimize the effects.

#### *Air Quality*

This EIR section will summarize the regional air quality setting, including climate and topography, ambient air quality, and the regulatory setting (regional standards and planning efforts). Air quality emissions associated with the project will be qualitatively assessed and are expected to primarily consist of long-term



vehicle emissions. The EIR will address potential air quality effects associated with implementation of the project and identify measures (mitigating policies) to minimize those effects. Air quality modeling for ozone precursor and dust emissions is proposed under this scope of work. Emissions from agricultural activities, including confined animal facilities will be described qualitatively.

#### *Parks and Recreation*

The EIR will qualitatively evaluate impacts to existing recreation resources and the need for additional recreational opportunities within the city.

#### *Population/Housing*

The General Plan will be analyzed in the EIR to determine its growth – inducing impacts and potential for displacement of existing population.

#### *Geology and Seismicity*

The EIR will provide a summary of the existing geological setting and identify potential effects resulting from the project, including seismic (earthquake) and liquefaction issues.

#### *Hazards and Hazardous Materials*

The EIR will address the potential for several hazards and public safety concerns including the potential release of hazardous materials, residual agricultural chemicals, airplane hazards, and wildfires. Hazardous materials concerns in the Planning Area will be addressed, using existing database information.

#### *Noise*

The EIR will analyze the potential noise-related impacts of the project. The primary focus of this section will be analyzing impacts related to:

- The proposed land use changes that would expose new sensitive receptors to noise levels exceeding those considered normally acceptable based on the City's policies.



- Changes in the noise environment in the city resulting from growth through the General Plan.

#### Mineral Resources

Any known or potential mineral resources within the Planning Area will be identified to allow for the analysis of whether the proposed General Plan would affect the accessibility of these resources.

#### Alternatives Analysis

A range of alternatives will be considered in the EIR. In addition to the "No-Project" Alternative, the Consultants will consider up to two other alternatives that were developed during Phase 4.

#### Assessment Conclusions

The Consultants will prepare assessment conclusions to meet CEQA Guidelines for the following mandatory findings:

- Growth inducement
- Unavoidable significant effects
- Significant irreversible changes
- Impacts found not to be significant

#### Fiscal Policy Mitigation Measures

It is expected that the fiscal analysis will indicate the need for a range of policies and programs to strengthen the City's fiscal performance over time. These may include land use policies that pursue revenue-generating land uses or various fiscal impact mitigation measures that assure that new development produces a positive fiscal outcome to the City.

### **TASK 6.3 – PUBLIC DRAFT EIR**

Following receipt of comments from the City, the Consultants will incorporate appropriate revisions to the Administrative Draft EIR and prepare the Draft EIR (DEIR) for public circulation. It is assumed that the City will print and distribute the Draft EIR. The Consultants will submit a reproducible master and copies in Microsoft Word 2000/2003 or PDF format for City staff for their





reproduction and distribution to the State Clearinghouse, responsible agencies, and interested agencies, organizations, and persons. As required by State law, the Draft EIR will require a 45-day public review period.

Phase Products:

- Administrative Draft EIR
- Public Review Draft EIR

## Phase 7 – Public Review

### PHASE SUMMARY

During this phase, the Consultants will assist the community, Planning Commission, and City Council in the review of the Draft General Plan and EIR, culminating in City Council direction on changes to the Draft General Plan.

### OBJECTIVES

The objective of this phase is to assist the Planning Commission, City Council, and the public in the review of the Draft General Plan and EIR, with the result being direction on completion of an acceptable General Plan.

### TASK 7.1 – NEWSLETTER: DRAFT GENERAL PLAN AND EIR

Please refer to the Public Outreach Approach at the end of this section.

### TASK 7.2 – COMMUNITY WORKSHOPS: GENERAL PLAN AND EIR

Please refer to the Public Outreach Program at the end of this section.

### TASK 7.3 – PLANNING COMMISSION HEARINGS

The Consultants will attend up to two (2) hearings with the Planning Commission to review the draft General Plan Goals and Policies Report and Draft EIR. The Planning Commission will



consider the comments made at the community workshops and during the public hearings, and at the conclusion of the hearings, will make recommendations to the City Council regarding the Draft General Plan Goals and Policies Report, Infrastructure Plans, and Draft EIR.

#### **TASK 7.4 – CITY COUNCIL HEARING**

The Consultants will attend up to two (2) hearings with the City Council to review the Draft Goals and Policies Report and Draft EIR. At these meetings, the City Council will consider the Planning Commission's recommendations and the comments made at the community workshops. At the conclusion of the hearings, the City Council will direct City staff and the Consultants to incorporate its recommendations and prepare the final General Plan Goals and Policies Report and final EIR.

As with the Planning Commission hearings, the Consultants will provide support for City Council and public review by being available to answer questions about proposed provisions, discuss possible changes, and draft revised language in response to staff or City Council direction, for consideration at later meetings.

Following public review of the draft General Plan documents and the draft EIR, the Consultants will work with City staff to prepare the General Plan documents for adoption and the final EIR for certification.

Phase Product:

- Newsletter #4 (250 copies + electronic files)
- Workshop summaries

### **Phase 8 – Final Documents and Adoption**



## PHASE SUMMARY

Following public review of the draft General Plan Goals and Policies Report and the Draft EIR, the Consultants will work with City staff to prepare the final General Plan Goals and Policies Report for adoption and the final EIR for certification. The Consultants assume that major changes (i.e., new technical studies) to the draft documents will not be necessary.

## OBJECTIVES

The objective of this phase is adoption of a new General Plan that will successfully guide the future of Lodi toward its envisioned future.

### TASK 8.1 – RESPONSE TO PUBLIC COMMENTS ON DRAFT EIR

All comments received during the public review of the Draft EIR will be responded to by the Consultants and included in the Final EIR document. The cost estimate for this task was developed based on the expected level of effort and number of comments received on the draft documents. The level of effort is reflected by the number of assumed hours for this task in the budget.

### TASK 8.2 – FINAL EIR

The Final EIR will be prepared in conformance with CEQA Guidelines Section 15132. The Consultants will assist City staff in their preparation of any required statements of overriding consideration necessary for certification of the Final EIR. For the Final EIR, the Consultants have assumed that no new technical studies will be required. It is assumed that the City will print and distribute the Final EIR.

### TASK 8.3 – FINAL GENERAL PLAN DOCUMENTS

Based on direction from the City Council, corrections will be made to the Goals and Policies Report and the final General Plan documents will be prepared.



## TASK 8.4 – ADOPTION HEARINGS

The Consultants will attend a final hearing with the Planning Commission and then with the City Council for adoption of the General Plan Goals and Policies Report and certification of the final EIR.

### Phase Products:

- Final EIR (50 copies + electronic files)
- Final Background Report and Goals and Policies Report (50 copies each + electronic files)

## Public Outreach Program Summary

### OBJECTIVES

The Public Outreach Program extends throughout the General Plan Update effort and provides city residents numerous opportunities to participate in the Update process and express their opinions about the future of Lodi. The Consultants understand the City's desire to reach a broad spectrum of the city, including residents, businesses, service groups, youth, seniors, various stakeholders groups, and ethnic minorities (especially those on the East side of Lodi). The Consultants have outlined below an outreach program that has been used successfully in reaching out to many communities in the Central Valley.

### STAKEHOLDER INTERVIEWS

The Consultants will interview key stakeholders identified in Task 1.1 to get their input on the key issues for the General Plan Update. The list of stakeholders will likely include City Council members, Planning Commissioners, department heads, and key community leaders. Upon completion of the interviews, the Consultants will summarize the results of the interviews for City Staff's review.



## PROJECT WEBSITE

The Consultants will design, host, and maintain an Internet web site that can be linked to the City's website, providing current information on the status of the project, the ability to download project documents and presentations, and provide an easy means for the public to provide comments to the City and the Consultants. The Consultants will provide all draft and final documents in Adobe PDF format in conjunction with an HTML page designed to provide access to the referenced PDF documents. The Consultants will provide training to the City's information technology staff to enable a smooth transition to maintain upkeep of the project website once the project has ended.

## MEDIA OUTREACH

A comprehensive and energetic media outreach program will be designed to provide information about the General Plan Update and to encourage participation via the various mechanisms provided. Media outreach will include making contacts at the local newspaper and local radio stations (especially Spanish stations), providing news releases on the process and the key elements of the Update, and extensive distribution of calendar items for the Community Workshops.

## NEWSLETTERS

The Consultants will prepare four newsletters over the course of the General Plan Update. The Consultants, with City staff input and review, will prepare all of the newsletters, which are planned to be an 11" x 17" foldout (i.e., four text pages). Cost estimates are based on one-color print and 1,000 copies; the City may determine that a larger number is required. Each newsletter may be provided with an insert of translated material for readers who do not use English as a primary language.



## **COMMUNITY WORKSHOPS**

The Consultants will conduct a total of 8 community workshops throughout the General Plan Update. The Consultants will hold two workshops during each of the four separate phases (Phases 1, 3, 4, and 7), including one citywide workshop and one workshop on the East side of Lodi. The East side workshop will include facilitation in English and Spanish. This first workshop will give community and citizen groups an overview of what a General Plan is and how the update process will progress over the next two years. The second workshop will give community and citizen groups the opportunity to have meaningful discussion on issues pertaining to the project and identify opportunities. The third workshop gives city residents the opportunity to identify an alternative future for Lodi. The fourth and final workshop involves a discussion of the goals and policies to be included in the General Plan. The Consultants will consolidate feedback from the workshops and incorporated into a report and provide it to the Planning Commission and the City Council. In addition, the Consultants will maintain a contact information database of all the workshop participants.

## **CITY COUNCIL/PLANNING COMMISSION JOINT STUDY SESSIONS**

The City Council and Planning Commission will meet five times during the General Plan Update in Joint Study Sessions to review milestone products and provide feedback to the Consultants and staff. The Study Sessions will also serve as formal GPU progress reports from the Consultants.

## **PUBLIC HEARINGS**

The Consultants will assist staff in conducting three public hearings each at the Planning Commission and City Council (Phases 7 & 8) and the adoption. The Consultants will prepare staff reports for all public hearings.



## **PRESENTATIONS TO COMMUNITY INTEREST GROUPS (OPTIONAL)**

The Consultants will be available to assist City staff as necessary to make informational presentations to community interest groups such as social/community organizations, local school districts, and high school government classes.

## **PROJECT INFORMATION BOOTH (OPTIONAL)**

The Consultants will work with staff to organize and operate a project information booth at selected City events. The booth will be designed to provide interested visitors information about the GPU and opportunities to become involved. The booth would consist of a 10"x10" tent, tables, handouts, display boards, and a PowerPoint/video with aerial photos and background information. The booth could be set up during major City events.

## **TRANSLATION SERVICES (OPTIONAL)**

The Consultants can provide translation services for the project in Spanish. Two types of translation services can be provided: simultaneous translation during public meetings; and translation of written materials, including newsletters, Background Report, Policy Document, EIR, and other technical documents. If the City desires, the Consultants can provide such services through a local professional translation service. The extent of the services needed will be discussed with staff during Phase 1 of the project and refined as a part of the final scope of services. Cost estimates will be provided once the revised scope of services is established.

## **DISCUSSION FORUM (OPTIONAL)**

The Consultants will set up and monitor a General Plan Update discussion forum. The Consultants will set up an online discussion forum with a look and feel that is similar to the City's General Plan Update site. The Consultants will monitor the site going forward and ensure that appropriate responses to questions are provided.



### **ONLINE SURVEY (OPTIONAL)**

Using a cost effective service such as Survey Monkey, the Consultants will set up and manage an online survey, which can be regularly updated to monitor feedback as the General Plan Update process progresses.

### **PRINTED SURVEYS (OPTIONAL)**

Working closely with City staff, the Consultants will develop a postage-paid printed survey for distribution at community group meetings and Community Workshops, and to any groups which express interest.

### **PHONE SURVEYS (OPTIONAL)**

Working closely with City staff, the Consultants will design a phone survey. The Consultants will conduct phone surveys of approximately 500 randomly-chosen residents.

### **COMMUNITY GROUP DATABASE (OPTIONAL)**

The Consultants will develop a community group database. This database could include contact information for the Chambers of Commerce, neighborhood associations, and other key community organizations.



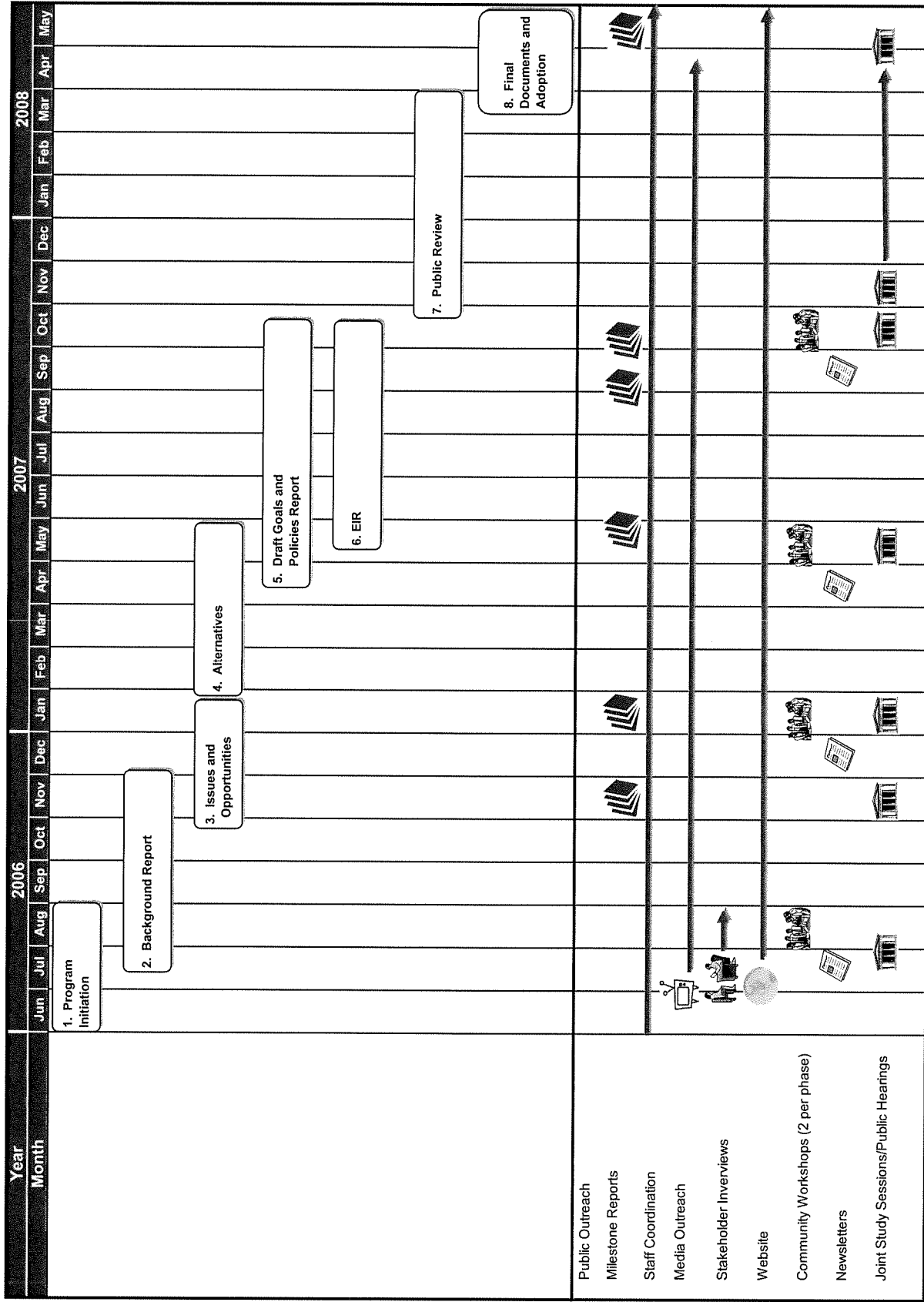
Budget

City of Lodi General Plan Update/EIR  
Cost Estimate

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**Note: Billing rates are subject to change annually.**

## Schedule



**Project Schedule**  
**CITY OF LODI GENERAL PLAN UPDATE**

## Exhibits and Attachments

Mintier & Associates is a planning consulting firm specializing in development, land use, and environmental issues. The firm's clients include public agencies, development companies, and law firms.

## SERVICES OFFERED

- Preparation, revision, and evaluation of general plans and general plan elements.
- Preparation of specific plans and project plans for public and private sector clients.
- Assistance in processing development plans and applications through governmental review and approval procedures.
- Preparation of environmental assessments and environmental impact reports.
- Drafting of zoning ordinances and other implementation programs.
- Consulting and expert witness testimony in connection with land use litigation.
- Development of training programs, workshops, and educational materials for citizens and public officials.
- Evaluation of public agency regulatory procedures.

## PARTIAL CLIENT LIST

City of Alameda	City of Pacific Grove
City of Alturas	City of Patterson
City of Benicia	City of Pittsburg
City of Ceres	City of Placerville
City of Citrus Heights	City of Point Arena
City of Clayton	City of Redding
City of Crescent City	City of Redwood City
City of Dixon	City of Ripon
City of Eureka	City of Roseville
City of Folsom	City of Sacramento
City of Galt	City of Santa Cruz
City of Glendale	City of Santa Rosa
City of Half Moon Bay	City of Scotts Valley
City of Hayward	City of Sonoma
City of Healdsburg	City of South San Francisco
City of Lincoln	City of Stockton
City of Livermore	City of Turlock
City of Lodi	City of Union City
Town of Loomis	City of Visalia
City of Madera	City of Watsonville
City of Manteca	City of West Sacramento
City of Menlo Park	City of Wheatland
City of Monterey	Town of Windsor
City of Napa	City of Winters
City of Newman	City of Woodland
City of Novato	

Alameda County  
Butte County  
Del Norte County  
Fresno County  
Inyo County  
Kern County  
Kings County  
Lake County  
Madera County  
Placer County  
Sacramento County  
San Bernardino County  
Tulare County

AKT Development  
ATC Realty Sixteen (Wells Fargo Bank)  
Building Industry Association of Superior California  
Butte County Local Agency Formation Commission  
California Apartment Association  
California Office of Emergency Services  
California Seismic Safety Commission  
East-West Partners (Northstar-at-Tahoe)  
Elliott Homes  
ForestCity  
Genentech, Inc.

Hearthstone Builders  
JTS Communities  
Monterey Peninsula Water Management District  
National Trust for Historic Preservation  
Nevada County Grand Jury  
PacificUS Real Estate  
San Francisco International Airport  
Southmark Leisure, Inc.  
Stoorza, Zeigaus, Metzger, and Hunt  
University of California, Davis  
Vail Engineering  
Wal-Mart Stores

Abbott & Kindermann  
Baker & McKenzie  
Belzer and Carr  
Downey, Brand, Seymour and Rohwer  
Fenton & Keller  
McCutchen, Doyle, Brown, & Enersen  
McDonough, Holland & Allen  
Paxton O'Brien  
Remy, Thomas & Moose  
Shute, Mihaly & Weinberger  
Wilkins Underwood & Omstead  
Wulfsberg Reese & Skyes

## REPRESENTATIVE PROJECTS

### **Comprehensive General Plan Revisions**

*(as prime contractor or project manager)*

City of Alturas  
City of Ceres  
City of Crescent City  
City of Eureka  
City of Fortuna  
City of Galt  
City of Healdsburg  
City of Lincoln  
City of Manteca  
City of Newman  
City of Patterson  
City of Placerville  
City of Point Arena  
City of Redding  
City of Stockton  
City of Tulare  
City of Union City  
City of West Sacramento  
City of Wheatland  
City of Winters  
City of Woodland

Butte County  
Del Norte County  
Fresno County  
Madera County  
Modoc County  
Placer County  
Tulare County

### **Housing Elements**

City of Alameda  
City of Benicia  
City of Ceres  
City of Clayton (2)  
City of Crescent City  
City of Eureka (2)  
City of Folsom  
City of Healdsburg  
City of Lodi  
City of Madera  
City of Manteca  
City of Menlo Park  
City of Newman  
City of Patterson  
City of Placerville  
City of Point Arena  
City of South San Francisco  
City of Sonoma  
City of Union City (3)  
City of Visalia  
City of West Sacramento  
Town of Windsor  
City of Wheatland  
City of Winters  
City of Woodland  
Butte County  
Del Norte County  
Lake County  
Madera County

**General Plan Evaluations**

City of Pacific Grove  
City of Roseville  
City of Scotts Valley  
City of Stockton  
Alameda County  
Butte County  
Del Norte County  
Merced County  
Monterey County  
Nevada County  
San Bernardino County  
Trinity County

**Specific Plans and Master Plans**

Auburn Boulevard (Citrus Heights)  
Broadstone (Folsom)  
Gold Rush Ranch and Golf Resort (Sutter Creek)  
Terrace Point (Santa Cruz)  
Southwest Live Oak  
Washington Area (West Sacramento)  
Woodland Downtown

**Other General Plan Projects**

City of Half Moon Bay (with EMC)  
City of Lodi (with Jones & Stokes)  
City of Menlo Park  
City of Napa  
City of Pacific Grove  
City of Ripon  
City of Sacramento (with EIP)  
City of Stockton  
City of Woodland (Five-Year Review)  
Alameda County (East County Area Plan)  
Inyo County (with URS)  
Lake County (with URS)  
Los Angeles County  
Placer (Five-Year Review)  
Sacramento County  
San Bernardino County

**Comprehensive Zoning and Subdivision Ordinance Revisions**

City of Galt Zoning Ordinance  
City of Healdsburg Zoning Ordinance  
City of Lodi Zoning Ordinance (with Crawford Multari & Clark Associates and Jacobson & Wack)  
City of Manteca Zoning and Subdivision Ordinances  
City of Santa Rosa (with Crawford Multari & Clark Associates and Jacobson & Wack)  
Kern County Zoning and Subdivision Ordinances  
Sacramento County Zoning Ordinance - Reformatting

**Land Use Litigation Support - Research and Expert Witness Testimony**

*Agha v. City of Monterey* (1989)  
*Beech v. City of Napa* (1984)  
*Black Property Owners Assoc. v. City of Berkeley* (1992)  
*Citizens for Balanced Growth v. City of Pleasanton* (1983)  
*City of Pittsburg v. County of Contra Costa* (1989-90)  
*El Nido Community Association v. County of Merced* (1988)  
*Garat v. City of Riverside* (1988-89)  
*Jacobs & MacKay v. Town of Woodside* (1990-1991)  
*Kinzli v. City of Santa Cruz* (1983)  
*Leshar Communications, Inc. v. City of Walnut Creek* (1986)  
*Pulte Homes Corporation v. City of Walnut Creek* (1992-93)  
*Ridgemark v. San Benito County* (2003)

**LAFCO, Sphere of Influence, Incorporation, and Annexation Issues**

Butte County LAFCO - Comprehensive revision of spheres of influence (with Wade Associates)  
Dry Creek Valley Association - Representation before the Sonoma County LAFCO  
City of Livermore - Evaluation of proposed policy changes by the Alameda County LAFCO  
Building Industry Association of Superior California - Representation before the Sacramento County LAFCO (proposed Elk Grove incorporation)  
Sacramentans to Save Our Services and the Sacramento County Deputy Sheriff's Association - Representation before Sacramento County LAFCO (proposed Citrus Heights incorporation)  
City of Manteca - Representation before the San Joaquin County LAFCO (proposed Lathrop incorporation)  
City of Patterson - Representation before the Stanislaus County LAFCO (Patterson sphere revision)



## **Other Projects**

California Apartment Association - Evaluation of Sprinkler Retrofit Ordinance (Fremont)

California Office of Emergency Services - Tsunami Hazard Mitigation Guidelines and Background

### **Work Papers**

California Seismic Safety Commission - Analysis of the land use implications of the 1994 Northridge Earthquake

City of Clayton - Code Enforcement Ordinance revision

City of Clayton - Sign Ordinance

City of Clayton - Miscellaneous Town Center Sites Analysis

City of Dixon - Evaluation of ABAG Projections

City of Eureka - Westside Industrial Area Study

City of Folsom - Evaluation of the implications of a proposed growth initiative on the General Plan and future development

City of Glendale - Growth Management Program and Ordinance

City of Glendale - Urban Neighborhood Residential Overlay Zoning and Guidelines

City of Newman - Affordable Housing Study

City of Novato - Child Care Element and Zoning Ordinance revision

City of Patterson - Downtown Parking Study (with Joseph Holland)

City of Roseville - School Facilities Element to the General Plan

City of Sacramento - South Area Community Plan

City of Stockton - Special Planning Area Study (General Plan Amendment)

City of Stockton - Parks and Recreation Element to the General Plan

City of Visalia - East Main Plan (with RACESTUDIO)

City of Visalia - West Highway 198 Corridor Study (with RACESTUDIO)

City of Watsonville - Auxiliary Housing Study

Weimer Applegate Colfax Community Plan (with Jones & Stokes Associates)

City of West Sacramento - Child Care Element to the General Plan

City of West Sacramento - Central Business District Study

City of West Sacramento - Washington Area Specific Plan (with PBR)

City of Woodland - Planning Area M Needs Assessment (with Stanley R. Hoffman Associates)

City of Woodland - Urban Limit Line Study

Community Development Agency of Menlo Park - Redevelopment Implementation Plan (AB 1290 Plan)

Elliott Homes - Coordination of the Broadstone Master Development Plan (Folsom)

Forest Canyon Falls Project

Granada Sanitary District - Parcel Inventory and Development Potential Assessment

Hearthstone Builders - Evaluation of Hearthstone Ranch General Plan Amendment

Kern County - Permit Procedures Study

Kern County - Energy Element to the General Plan

Kings County - Demographic inputs for Countywide Traffic Model (with Dowling Associates)

Monterey Peninsula Water Management District - EIR on water supply options and distribution alternatives

National Trust for Historic Preservation - Study of economic impacts of historic preservation in California

Ross General Hospital - Analysis of permit procedures and approvals

Sacramento County - Transit-Oriented Development (TOD) Design Guidelines (with Calthorpe Associates)

San Francisco International Airport - Upland Airport Alternatives for the Bay Area

SilverTip Resort Village Project - General Plan Amendments

Southmark Leisure, Inc. - Permit facilitation and environmental assessment for the Stallion Springs proprietary interest program (Kern County)

Stoorza, Zeigaus, Metzger, and Hunt (Coalition for Consumer Choice) - Plumbing Survey

Tahoe Regional Planning Agency (TRPA) - Work Program for Updating the Regional Plan Framework (with Crawford Multari and Clark Associates and Design Community and Environment)

Town of Loomis - Core Area Master Plan (with Calthorpe Associates)

Town of Windsor - Evaluation of ABAG Projections

University of California, Davis - Tahoe Environmental Research Center Land Use Analysis

Vail Engineering - Assistance in the preparation of the Salida Planned Development Guidelines (Stanislaus County)

Wal-Mart Stores - Eureka Railyard Land Use Study

White Mountain Golf Resort, Hinan Island, Peoples Republic of China

Yuba-Sutter Economic Development Corporation - Rice Straw Processing Facility Feasibility Study

## **EDUCATION**

- ▶ **Master of City Planning**  
University of California, Berkeley
- ▶ **Master of Public Administration**  
University of California, Berkeley
- ▶ **Bachelor of Arts** (Political Science) University of California, Los Angeles

## **EXPERTISE**

- ▶ Land Use Planning and Policy; Housing; Seismic Safety; Intergovernmental Relations; Permit Facilitation; Land Use Litigation Support

## **CERTIFICATIONS/AFFILIATIONS**

- ▶ American Institute of Certified Planners, *Fellow*
- ▶ American Planning Association
- ▶ California Planning Foundation, *Board Member*
- ▶ California Planning Roundtable, *Emeritus Member*
- ▶ Urban Land Institute

## **EXPERIENCE**

- ▶ **Mintier & Associates**, Sacramento:  
Managing Principal
- ▶ **Governor's Office of Planning and Research**, Sacramento: Senior Associate
- ▶ **City of Napa**: Associate Planner
- ▶ **United Nations Research Institute for Social Development**, Geneva, Switzerland: Consultant
- ▶ **International Labor Organization**, Geneva, Switzerland: Consultant

## **PROJECTS**

- ▶ General plans for over 40 cities and counties throughout California
- ▶ Environmental impact reports for over 15 general plans and other projects
- ▶ Zoning and subdivision ordinance revisions for eight cities and counties
- ▶ Litigation support in over 25 land use lawsuits

Larry Mintier is owner and managing principal of Mintier & Associates, a planning consulting firm created in 1985. As principal of Mintier & Associates, he has worked for over 75 public agencies and over 50 private clients and law firms. Mr. Mintier has supervised his firm's work in preparing over 40 general plans, specific plans, and master plans; over 30 housing elements; a half dozen zoning and subdivision ordinances; and numerous other special studies and projects. Many of these projects involved managing multi-disciplinary teams and the preparation of environmental impact reports.

Mr. Mintier is a frequent lecturer and panelist on state law and local planning practice and teaches regularly for various University of California Extension programs. He also has been retained over 25 times as a consultant and expert witness in land use litigation.

Prior to establishing Mintier & Associates in 1985, Mr. Mintier worked for the Governor's Office of Planning and Research, specializing in planning, land use, and environmental issues. There he directed the preparation of California's 1980 *General Plan Guidelines* and 1982 revisions. Mr. Mintier also directed other major projects including the 1981 Symposium on California Planning Law, annual surveys of local planning programs, and guidelines for local implementation of the California Coastal Act.

Prior to joining the Governor's Office, Mr. Mintier worked as a planner for the City of Napa. His international experience includes consulting positions with the International Labor Organization and the United Nations Research Institute for Social Development in Geneva, Switzerland.

## EDUCATION

- ▶ **Juris Doctor, McGeorge School of Law**  
University of Pacific
- ▶ **Bachelor of Arts (History)**  
University of California, Davis

## CERTIFICATIONS/AFFILIATIONS

- ▶ California State Bar Association  
(Bar No. 99326)

## EXPERTISE

- ▶ Land use planning and policy; general, community, and specific plan preparation; CEQA compliance and environmental document peer review; zoning and regulatory ordinance preparation; project management; and public outreach and consensus building

## PROFESSIONAL EXPERIENCE

- ▶ **Mintier & Associates**, Sacramento: Principal
- ▶ **City of South San Francisco**: Planning Director
- ▶ **Toxics Assessment Group**, Davis: Associate
- ▶ **Sugnet & Associates**, Roseville: Vice-president
- ▶ **City of Folsom**: Community Development Director
- ▶ **City of Sacramento**: Environmental Coordinator
- ▶ **Balfrey & Abbott**, Sacramento: Associate Attorney
- ▶ **Mintier Harnish & Associates**, Sacramento: Partner
- ▶ **Jim Harnish & Associates**, Sacramento: Owner
- ▶ **Sacramento Area Council of Governments**,  
Sacramento: Associate Planner
- ▶ **County of Sacramento**: Assistant Planner

## PROJECTS

- ▶ General Plans: Preparation, administrative oversight, or legal review of over ten general plans, including the counties of Modoc and Sacramento and the cities of Alturas, Healdsburg, Sacramento, Folsom, and South San Francisco
- ▶ CEQA: Preparation, administrative oversight, or legal review of over 100 environmental documents, including general plans, major land and high-rise development projects, landfills, and hazardous waste facilities
- ▶ Regulatory ordinance preparation: Preparation or administrative oversight of local zoning ordinances and environmental review procedures, including the complete restructuring of the environmental review process for the City of Sacramento

Jim Harnish has thirty-five years of experience in land use and environmental planning. He is also an attorney with extensive experience in regulatory and environmental compliance. He has managed large organizations for both public agencies and private consulting firms. He is familiar with every aspect of the local government planning process and regulatory environment.

Mr. Harnish has a wide range of professional skills. He is very effective interacting with staff, elected officials, and large groups of people. He has extensive experience in public outreach and consensus building. He relates well to a broad spectrum of people and has an understanding of competing community interests, making him an effective problem solver.

His broad experience, in both the public and private sector, in land use planning, regulatory codes and ordinances, permit processing, environmental analysis, toxics and hazardous materials, wetlands and endangered species, and legal analysis enables Mr. Harnish to bring a wealth of experience to every project. Mr. Harnish also has extensive experience in supervising large planning staffs and managing interdisciplinary consultant teams on complex planning projects.

Mr. Harnish has managed or prepared General Plans for the cities of Alturas, Healdsburg, South San Francisco, Galt, and Wheatland and the county of Modoc. He has prepared community or specific plans for Carmichael (Sacramento County), Fair Oaks (Sacramento County), Airport/Meadowview (Sacramento), Martis Valley (Placer County) Gold Rush Ranch and Golf Resort (City of Sutter Creek), and the Southwest Live Oak Specific Plan. He has prepared zoning ordinance revisions or updates for the cities of Roseville, Galt, Folsom, Santa Rosa, and South San Francisco, Kern County, and the Mountain House New Town in San Joaquin County.

He has conducted critical third party review of dozens of environmental documents and managed the preparation of numerous EIRs and negative declarations. As Environmental Coordinator for the city of Sacramento, he led the restructuring of the city's environmental review procedures. He has worked extensively with State and Federal regulatory agencies in creating and negotiating Habitat Conservation Plans (Coalinga), 404 permits, and wetland mitigation plans.

Mr. Harnish's most recent projects include General Plan updates for the cities of Sacramento, Galt, and Wheatland, the South Sacramento Community Plan update, the city of Woodland Permanent Urban Limit Line Study, Sacramento County Zoning Ordinance revisions to implement Design Guidelines, peer reviews of CEQA documents for Merced County, and preparation of the Gold Rush Ranch and Golf Resort and the Southwest Live Oak Specific Plans.

## EDUCATION

- ▶ **Master of City and Regional Planning**  
University of California, Berkeley
- ▶ **Master of Landscape Architecture**  
University of California, Berkeley
- ▶ **Bachelor of Architecture**  
Montana State University, Bozeman

## EXPERTISE

- ▶ Land Use Planning and Policy; Urban Design; Site Planning; Environmental Planning

## ACADEMIC EXPERIENCE

- ▶ University of California, Santa Cruz  
Professor of Environmental Studies
- ▶ Department of Landscape Architecture, University of California, Berkeley
- ▶ Visiting Professor, Environmental Planning

## PROFESSIONAL EXPERIENCE

- ▶ **Mintier & Associates**, Sacramento: Senior Associate
- ▶ **Town & Country Planning**, Bozeman, Montana: Principal
- ▶ **Smith & Williams, Architects**, Pasadena: Associate

## PROJECTS

- ▶ Site and Master Plans: Over thirty large-scale projects, including a Town Center for Big Sky, Montana; a Coastal Marine Research Center for Santa Cruz, California; Montana Guest Ranch Resort, Gallatin County, Montana; earthquake recovery plan for Santa Cruz, California; Long Range Development Plans for the University of California, Santa Cruz; and a wide range of residential, recreational, cultural, and commercial projects
- ▶ Local and Regional Plans: Over fifteen city and county General Plans as well as six regional-scale, including Lake Tahoe Basin and Fairfax County, Virginia
- ▶ Urban Design: Over ten urban-scale projects, including Old Sacramento, San Luis Obispo, Santa Cruz, Eureka, West Sacramento, Bozeman, and Santa Fe, New Mexico
- ▶ Environmental Assessment: Over twenty major environmental documents, including general plans, a University Research and Development Center, Translocation of the California Sea Otter, a Dark Sky Astronomy Observatory, and a Scattered-Site Affordable Housing Project

In his 45 years as a professional, James Pepper has worked on a wide range of planning and design projects. This varied and extensive experience provides Mr. Pepper with broad expertise, particularly since both his academic and professional work integrates the primary environmental design professions of architecture, landscape architecture, urban design, and city planning. Mr. Pepper's professional emphasis shifted from an early career in architecture to environmental planning in the 1970s, and, since the early 1980s, master planning, site planning, and urban design.

Recent projects include the following: a 60-acre, mixed-use Coastal Marine Research Center in Santa Cruz, California; a 200-acre Town Center for the community of Big Sky, Montana; a key role in the formulation of an earthquake recovery plan for downtown Santa Cruz, California; and a Central Business District Plan for West Sacramento, California. At the present time, Mr. Pepper is involved in a major initiative for downtown Bozeman, Montana, that consists of a performing arts center, a new city hall, a convention center and hotel, structured parking and expanded retail and office space. Also, he is working with Mintier & Associates on the City of Wheatland General Plan Update. Early in his career, Mr. Pepper participated in the formulation of downtown plans for San Luis Obispo and Sacramento (Old Sacramento). Over the past twenty years, Mr. Pepper has played a key role in developing urban design and revitalization programs for the general plans for the cities of Redding, Eureka, Newman, Patterson, and Healdsburg. He has also been involved in formulating strategies for growth management, particularly focused on agricultural land conservation, in both California and Montana.

Mr. Pepper brings a strong set of skills to his professional work. As a university professor, he honed his skills in public speaking and interacting effectively within large groups. He is an accomplished team-participant and is particularly effective in multi-professional settings, largely due to 25 years in an interdisciplinary academic department. His background in architecture provides him with strong conceptual design skills; his strengths in geographic and spatial conceptualization, and his capacity to recognize and synthesize urban forms and patterns are particularly valuable at a wide variety of planning and design scales. Through his long-standing involvement in environmental studies, he also has a well-honed ability to integrate natural factors into the design of the built environment. Finally, Mr. Pepper has strong writing and editorial skills, and thus can synthesize graphic and written material into coherent planning and policy documents.

## EDUCATION

- ▶ **Master of Landscape Architecture**  
(Environmental Planning)  
University of California, Berkeley
- ▶ **Master of Urban Planning**  
San Jose State University
- ▶ **Bachelor of Architecture**  
University of California, Berkeley

## EXPERTISE

- ▶ Telematics, urban, regional, and environmental planning, local government operations, transportation-land use-air quality nexus, strategic planning, teaching

## CERTIFICATIONS/AFFILIATIONS

- ▶ California Association of Recreation and Park District Board Members
- ▶ California Special Districts Association
- ▶ American Institute of Architects, *Associate Member*
- ▶ Professional Ski Instructors of America
- ▶ American Association of Snowboard Instructors

## EXPERIENCE

- ▶ **Mintier & Associates**, Sacramento: Senior Associate
- ▶ **State of California**, Sacramento: Senior Transportation Planner, Staff Air Pollution Specialist, Staff Services Manager, Waste Management Specialist
- ▶ **Fulton-El Camino Recreation and Park District**, Sacramento: Director
- ▶ **Royal Gorge Cross Country**, Soda Springs: Ski Instructor
- ▶ **Boreal Mountain Playground**: Snowboard Coach
- ▶ **Clatsop-Tillamook Intergovernmental Council**, Oregon: Assistant Director
- ▶ **Snohomish County, Washington**: Senior Planner
- ▶ **U.S. Navy**: Civil Engineer Corps Officer

## PROJECTS

- ▶ Smart Communities Guidebook
- ▶ Neighborhood Telecenters Research
- ▶ WorkSmart Project
- ▶ Davis Community Network
- ▶ Compton Blue Line Televillage

Michael Seaman's professional career spans 30 years. He has worked at all levels of government and in the private sector. Mr. Seaman has supervised the preparation of long-range plans, strategic plans, action plans, urban designs, and environmental regulatory activities. He has expertise in air and water quality management, solid waste management (hazardous and non-hazardous wastes, recycling, and waste reduction), coastal zone management, land use, natural resource management (rangeland and habitat management), transportation (traffic, highways, rail, ports, freight, ridesharing), construction (horizontal, vertical, project management), recreation and leisure systems, and environmental documentation.

Mr. Seaman is best known for creating the Smart Communities concept, an economic development strategy for the New Economy that has become an international model for global economic competitiveness. He has lectured extensively on Smart Communities and related issues, including community networking, community technology centers, telecommuting and new ways of working.

Prior to his affiliation with Mintier and Associates, Mr. Seaman was a planner for the State of California for 23 years at four different agencies: the San Francisco Bay Conservation and Development Commission, the Solid Waste Management Board, the Air Resources Board and the Department of Transportation. Before joining the State of California, Mr. Seaman worked for councils of government in Washington and Oregon. He also served in the Civil Engineer Corps of the U.S. Navy, including a term as a Public Works Officer in Southern California wherein he established a Naval Wildlife Refuge and expanded the range of a currently endangered species, *dipodomys stephensii*, by reinventing brush control practices.

Mr. Seaman was elected to the Board of Directors of the Fulton-El Camino Recreation and Park District (Sacramento, California) in 1988 and again in 1998.

A winter recreation expert, Mr. Seaman is a certified Professional Cross Country Skiing Instructor and a certified Professional Snowboard Instructor. He was also instrumental in conceiving and forming California's system of Sno-Parks.

## **EDUCATION**

- ▶ **Master of City and Regional Planning**, California Polytechnic State University, San Luis Obispo
- ▶ **Bachelor of Arts** (Geography, emphasis in Regional Planning), University of California, Davis

## **EXPERTISE/AFFILIATIONS**

- ▶ Land Use Planning and Policy; Housing, Data Analysis, Computer Mapping
- ▶ American Institute of Certified Planners
- ▶ American Planning Association

## **EXPERIENCE**

- ▶ **Mintier & Associates**, Sacramento: Senior Project Manager
- ▶ **City of West Sacramento**: Planning Intern
- ▶ **Urban Planning Concepts**, Santa Maria: Planning Intern
- ▶ **American Farmland Trust**: Field Representative Intern
- ▶ **County of Sacramento**: Planning Intern

## **PROJECTS**

### ***General Plans***

- ▶ Crescent City General Plan Update
- ▶ Del Norte County General Plan Update
- ▶ Fortuna General Plan Update
- ▶ Fresno County General Plan Update
- ▶ Half Moon Bay General Plan Update
- ▶ Lake County General Plan Update
- ▶ Lincoln General Plan Update
- ▶ Redding General Plan Update
- ▶ Sacramento General Plan Update
- ▶ Tulare City General Plan Update
- ▶ Union City General Plan Update

### ***Housing Elements***

- ▶ Ceres Housing Element
- ▶ Clayton Housing Element Update (2)
- ▶ Madera County Housing Element
- ▶ Lake County Housing Element
- ▶ Madera Housing Element Update
- ▶ South San Francisco Housing Element
- ▶ Southern Gateway Land Use Study, City of Ceres
- ▶ Sutter Creek Housing Element
- ▶ Trinity County General Plan Update Work Program
- ▶ Union City Housing Element Update
- ▶ Visalia Housing Element
- ▶ West Sacramento General Plan Update Work Program

### ***Miscellaneous Plans and Studies***

- ▶ Auburn Boulevard Specific Plan, City of Citrus Heights
- ▶ Due Diligence Study — Briarwood Apartments (Sacramento)
- ▶ Eureka Railyard Property Land Use Study
- ▶ Lodi Zoning Ordinance
- ▶ Redwood Oceanfront Resort - General Plan Consistency Analysis
- ▶ Sacramento South Area Community Plan Update
- ▶ San Francisco International Airport (SFO) Upland Airport Alternatives Analysis
- ▶ Station District Strategic Action Plan, City of Union City
- ▶ Visalia West Highway 198 Corridor Study
- ▶ Weimar Applegate Colfax Community Plan
- ▶ Zoning Ordinance, City of Union City

Derek DiManno is a Senior Project Manager with Mintier & Associates. He specializes in land use planning and policy, housing, and computer applications. For the past eight years at Mintier & Associates, he has worked on a number of projects including general plans, specific plans, housing elements, zoning ordinances, and various special land use studies.

Mr. DiManno has considerable experience working in the Central Valley, the Bay Area, and on the North Coast. He has been a major contributor to several general plan update programs including the counties of Del Norte, Fresno, and Lake, and the cities of Crescent City, Fortuna, Half Moon Bay, Lincoln, Redding, Tulare, and Union City. He has also worked on nine housing element updates. All the housing elements completed to date have been certified by the Department of Housing and Community Development. Mr. DiManno has extensive project management experience, having been the project manager on over ten general plan updates, housing element updates, and specific plans.

## **EDUCATION**

- ▶ **Master of Science in Community and Regional Planning**, University of Texas at Austin
- ▶ **Bachelor of Arts** (Political Science), University of North Carolina at Chapel Hill

## **EXPERTISE**

- ▶ Land Use Planning and Policy; Housing; Transportation; Data Analysis; Site Analysis and Design; Computer Mapping

## **EXPERIENCE**

- ▶ **Mintier & Associates**, Sacramento: Associate
- ▶ **The Benkendorf Associates Corporation**, Portland, Oregon: Associate Planner
- ▶ **1000 Friends of Oregon**, Portland, Oregon: Planner
- ▶ **Capital Area Metropolitan Planning Organization**, Austin, Texas: Planner
- ▶ **Texas Department of Housing and Community Affairs**, Austin, Texas: Planner

## **PROJECTS**

- ▶ Sacramento General Plan Update
- ▶ Butte County General Plan Technical Update
- ▶ Southeast Turlock Specific Plan
- ▶ Fresno County General Plan Update
- ▶ Inyo County General Plan Update
- ▶ City of Woodland Housing Element Update
- ▶ City of Sonoma Housing Element Update
- ▶ Town of Windsor Housing Element Update
- ▶ City of Folsom Housing Element Update
- ▶ Tsunami Hazard Mitigation Guidelines
- ▶ Community Impact Study for Jefferson County, Oregon
- ▶ Urban Fringe Buildable Land Study for the City of Pendleton, Oregon
- ▶ Site Analysis and Design for multiple projects including Port Master Plans and private subdivisions
- ▶ Industrial Zoning Code Rewrite for Clark County, Washington
- ▶ Growth Impact and Fiscal Impact Studies for Western Umatilla County, Oregon
- ▶ Citizen's Guide to Transportation Planning and Policy in Oregon
- ▶ Review of Current Land Use, Environmental and Transportation Modeling, and Forecasting Practices by MPOs
- ▶ State of Texas Low Income Housing Plan

Rik Keller is an Associate with Mintier & Associates. He specializes in land use planning and policy analysis, housing, transportation, data analysis, site analysis and design, and computer mapping. Mr. Keller has extensive practical experience, including positions with a diverse range of public, private, and non-profit organizations including The Benkendorf Associates Corporation (Portland, OR), 1000 Friends of Oregon (Portland, OR), the Capital Area Metropolitan Planning Organization (Austin, TX), and the Texas Department of Housing and Community Affairs (Austin, TX).

At Mintier & Associates he is presently working on the preparation of the Sacramento General Plan Update and has been a major contributor to general plan update programs for the counties of Butte, Fresno, and Inyo, and housing element updates for the Town of Windsor, and the cities of Folsom, Sonoma, and Woodland.

## **EDUCATION**

- ▶ **Master of City and Regional Planning,**  
California Polytechnic State University, San Luis Obispo
- ▶ **Bachelor of Arts (Geography),** University of California, Santa Barbara

## **EXPERTISE**

- ▶ Land use planning and policy; university planning; urban design and computer applications in planning.

## **AFFILIATIONS**

- ▶ American Institute of Certified Planners
- ▶ American Planning Association
- ▶ California Planning Foundation
- ▶ Urban Land Institute

## **EXPERIENCE**

- ▶ **Mintier & Associates, Sacramento:** Associate
- ▶ **County of San Luis Obispo, Parks Division:**  
Assistant Parks Planner
- ▶ **City of Novato:** GIS and Current Planning Intern
- ▶ **California Polytechnic State University,**  
**Department of City and Regional Planning:**  
Graduate Assistant
- ▶ **County of Santa Barbara:** Planning Technician

## **PROJECTS**

- ▶ City of Galt General Plan Update
- ▶ City of Sacramento General Plan Update
- ▶ City of Wheatland General Plan Update
- ▶ City of Wheatland Housing Element Update
- ▶ City of Wheatland HOE/JR Technical Studies
- ▶ City of Woodland Urban Limit Line Study
- ▶ Gold Rush Ranch and Golf Resort Specific Plan,  
Sutter Creek, CA
- ▶ Southwest Live Oak Specific Plan
- ▶ White Mountain Golf Resort, Hainan Island, Peoples  
Republic of China

Dan Amsden is an Associate with Mintier & Associates and specializes in land use planning and policy, university planning, urban design, and computer applications in planning. Mr. Amsden is currently working on general plan updates for the cities of Galt, Sacramento and Wheatland, and specific plans for the southwest area of Live Oak and Gold Rush Ranch in Sutter Creek. He has also worked on an urban limit line study for the city of Woodland, a housing element update for the city of Wheatland, technical studies for the Heritage Oaks and Jones Ranch developments in Wheatland, and planning for the White Mountain Golf Resort in China.

Prior to working for Mintier & Associates, Mr. Amsden was an Assistant Parks Planner for the County of San Luis Obispo. He has also interned with the City of Novato's Community Development Department, worked as a Graduate Assistant for the Planning Department at Cal Poly, San Luis Obispo, and worked as a Planning Technician for the County of Santa Barbara's Zoning Administration Division during graduate school. He completed a Master's Thesis on public participation and urban design issues related to outdoor university spaces, of which a portion was published in the winter 2005 issue of *Planning for Higher Education*.



## **EDUCATION**

- ▶ **Bachelor of Science** (Community and Regional Development), University of California, Davis

## **EXPERTISE**

- ▶ Land use planning; policy analysis; housing issues; GIS; and other technical computer applications

## **AFFILIATIONS**

- ▶ Urban Land Institute, Young Leader

## **EXPERIENCE**

- ▶ **Mintier & Associates**, Sacramento: Associate
- ▶ **City of Dixon**: Community Development Intern
- ▶ **Sacramento Housing and Redevelopment Agency**: Redevelopment Planner Intern

## **PROJECTS**

### ***General Plan Updates***

- ▶ City of Sacramento General Plan Update
- ▶ City of Stockton General Plan Update
- ▶ Merced County General Plan Update
- ▶ Tulare County General Plan Update
- ▶ City of Tulare General Plan Update
- ▶ City of Fortuna General Plan Update

### ***Housing Elements***

- ▶ City of Ceres Housing Element Update
- ▶ City of Stockton Housing Element Update
- ▶ City of Visalia Housing Element

### ***Miscellaneous Plans and Studies***

- ▶ City of Visalia East Downtown Specific Plan
- ▶ Sacramento South Area Community Plan Update
- ▶ Sacramento County Design Guidelines Implementation
- ▶ Trinity County General Plan Update Work Program
- ▶ Penryn Entitlement Application
- ▶ Ceres General Plan Amendment
- ▶ Mendocino County Housing Element Implementation

Ted Holzem is an Associate with Mintier & Associates specializing in land use planning, policy analysis, housing issues, GIS, and other technical computer applications. At Mintier & Associates, he has been a major contributor in the development of land use elements, GIS mapping, and policy analysis for the Stockton General Plan Update, Tulare County General Plan Update, Sacramento General Plan Update, and Visalia East Downtown Specific Plan. He has also provided technical land use and policy analysis of the housing elements for the cities of Stockton and Ceres.

Other projects Mr. Holzem is working on include general plan updates for the cities of Fortuna and Tulare, the Sacramento South Area Community Plan Update, Mendocino County Housing Element Implementation, and Sacramento County Design Guidelines.

Mr. Holzem also has experience in current and long-range planning in the public sector. Prior to working for Mintier & Associates, Mr. Holzem was a Community Development Intern with the City of Dixon where he assisted in the implementation of the Housing Element and worked as a Redevelopment Intern with the Sacramento Housing and Redevelopment Agency on various housing and economic development projects.



## **EDUCATION**

- ▶ **Bachelor of Science** (Community and Regional Development), University of California, Davis

## **EXPERTISE**

- ▶ Land use planning and policy; economic development; CEQA; computer applications

## **EXPERIENCE**

- ▶ **Mintier & Associates**, Sacramento: Assistant Planner
- ▶ **Unitrans**: Information Systems Supervisor
- ▶ **SACOG**: GIS Intern

## **PROJECTS**

- ▶ City of Sacramento General Plan Update
- ▶ Tulare County General Plan Update
- ▶ City of Tulare General Plan Update
- ▶ City of Fortuna General Plan Update
- ▶ Sacramento County Design Guidelines

Dale Kunce is an Assistant Planner with Mintier & Associates and specializes in economic development, CEQA, land use and environmental policy, and computer applications. Mr. Kunce has worked on general plan updates for the cities of Fortuna, Sacramento, and Tulare, and the county of Tulare.

Prior to working for Mintier & Associates, Mr. Kunce was a Hardware Specialist for Creative Media in Davis where he maintained and streamlined web, email, file, and ftp servers, and was responsible for purchasing computing hardware, and managed computing networks of 200 clients. Prior to that he was a GIS Intern for the Sacramento Area Council of Governments where he was a facilitator for city, county, and regional Blueprint Project community meetings and assisted in creation of quality control checks for the regional street centerline project.

Mr. Kunce is also a rock climbing and whitewater rafting guide for Outdoor Adventures in Davis.



## DC&E firm description

DC&E was founded by David Early in 1995 to offer the type of high-quality, personalized, and comprehensive planning and design services that the City of Lodi needs for the General Plan Update and EIR. Over the past ten years, DC&E has completed dozens of General Plans and Specific Plans for growing communities. The vast majority of these projects also include significant public outreach components, concurrent environmental review, and close attention to urban design quality. DC&E is one of the few firms in California that offers experience in all of these disciplines under one roof.

As its name implies, DC&E's work is based on three basic principles:

- ◆ *Design.* Almost every planning decision has effects on our physical environment. DC&E is committed to ensuring that development projects and planning policy have positive design implications.
- ◆ *Community.* DC&E believes that planning and design decisions must reflect local communities' needs. For this reason, DC&E stresses community involvement and public participation as cornerstones of its work.
- ◆ *Environment.* In order to sustain itself into the future, our society must find development patterns that respect the natural environment. Therefore, DC&E stresses environmental responsibility and stewardship in planning and design.

The firm believes that the best planning is that which reflects the community it serves and which works in concert with the surrounding natural environment. Through its staff, equipment and technical consultants, DC&E provides clients with state-of-the-art technology and methods in all aspects of planning.

## DC&E References

Maureen Morton, City Planner  
Town of Hillsborough  
1600 Floribunda Avenue  
Hillsborough, CA 94010-6418  
(650) 375-7416  
*Hillsborough General Plan Update and EIR*

William Dean, Planning Manager  
Development and Engineering Services  
City Hall Annex  
520 Tracy Boulevard  
Tracy, CA 95376  
(209) 831-4600  
*Tracy General Plan Update and EIR*

Cindy Horvath  
Alameda County Community Development Agency  
224 West Winton Avenue, Room 151  
Hayward, CA 94544-1307  
(510) 670-6511  
*Eden Area General Plan and EIR*

## DC&E Project Experience

**Tracy General Plan Update and EIR** for the City of Tracy. The Central Valley city of Tracy is a rapidly-growing community on the outskirts of the San Francisco Bay Area. Over the past two decades, the city's population has doubled, leading to a number of growth-related issues such as traffic congestion, increased home prices and loss of the small-town character. During the General Plan process, DC&E worked with the City Council, Planning Commission and the public to explore how innovative development patterns such as smart growth, new urbanism and transit-oriented development could maintain and improve the quality of life in the community. The issues raised at joint City Council/Planning Commission workshops and public meetings were directly translated into detailed policies and actions in the General Plan. One of the cornerstones of the updated General Plan is a comprehensive Community Character Element that addresses all aspects of design and quality of life. This element identifies an urban structure comprised of neighborhoods, urban centers, village centers, mixed use corridors and employment areas, and it includes detailed design guidance that allows staff, the Planning Commission and City Council to review development applications for conformance with General Plan goals. DC&E is also preparing the EIR on Tracy's General Plan, a complex document addressing the potential impacts to traffic, air quality, noise, aesthetics and agricultural resources that may result from development under the General Plan.

**Newman General Plan Update and EIR** for the City of Newman. Newman is a unique Central Valley town with an historic downtown core and attractive, walkable residential neighborhoods surrounded by productive farmland. Just over one square mile in size, with a population of about 11,000, Newman remains a small and friendly town with a high quality of life. At the same time, the city is experiencing significant growth pressure, with a population increase of over 70 percent between 1990 and 2000. DC&E is preparing an update to the Newman General Plan that will establish appropriate urban design standards, protect agricultural uses, provide City backing to create local jobs, and preserve Newman's small-town character. DC&E is working closely with City staff and a nine-member General Plan Steering Committee, who meet on a monthly basis to review documents and discuss the progress of the Update. In addition, DC&E has organized a series of public workshops and developed an aggressive outreach program, including a General Plan Update website, advertisements in the local paper and fliers mailed to every address in the City. Concurrently with the General Plan Update, DC&E is proceeding with the environmental review work, ensuring that the General Plan will avoid environmental impacts or include policies and actions to mitigate them to the maximum extent possible.

**City of Oroville General Plan and Development Code Update** for the City of Oroville. DC&E is updating the General Plan and Development Code for the City of Oroville. Like Lodi, Oroville is experiencing development pressure from the greater Sacramento area, and seeks to better define the interface between urban and rural areas. In order to address Oroville's immediate need for development regulations to ensure that new development makes a positive contribution to community design and character, DC&E is updating the City's Development Code prior to updating the General Plan. This includes the preparation of a grading ordinance in order to regulate hillside development, protect water quality and ensure long-term protection of the foothills, a character-defining element for Oroville.

**Truckee General Plan Update and EIR** for the Town of Truckee. DC&E is preparing the Town of Truckee 2025 General Plan Update and accompanying EIR. Truckee enjoys a scenic setting, historic downtown, and ample recreational opportunities. These assets have made Truckee a popular visitor destination, as well as a significant location for second home owners from the Bay Area and Sacramento. The Town of Truckee incorporated in 1993, with a development pattern of dispersed residential areas loosely centered around the historic Town center, similar to Lodi's. Recently, the Town has faced rapid residential growth, placing pressure on valuable natural resources and threatening Truckee's unique character. The General Plan Update, overseen by David Early, began with an extensive bilingual (English and Spanish) public

outreach effort, followed by specific policy direction for key issue areas such as housing, economic diversification, and community character, as well as a preferred land use alternative. The results of both phases of the project were incorporated into the updated General Plan, for which DC&E is currently preparing a full EIR.

***Livermore Vision Project and General Plan Update*** for the City of Livermore. DC&E managed the update of the Livermore General Plan, which won the 2003 Northern California APA Chapter award for Comprehensive Planning, Small Jurisdiction. The award acknowledged both the General Plan and the Vision Project, the extensive community participation process that led up to the Plan, which was also managed by DC&E.

The Livermore General Plan had not been comprehensively updated since 1976. Meanwhile, Livermore's population grew from 42,000 to 74,000 and the City became divided by a contentious debate over the possible development some of the last rangeland in the Bay Area. The community input on major land use and growth issues gathered by DC&E's work on the Livermore Vision Project in 2001 established a starting point for the General Plan update process. A 15-member Steering Committee held public meetings over 12 months to craft the updated plan. The final General Plan maintains existing undeveloped lands by virtue of innovative planning solutions, including new land use designations to allow higher-density mixed-use development; policies to shift housing development towards the downtown and urban core; a clearly-defined area for transit-oriented development around a possible future BART station; far-reaching programs to preserve and increase vineyards and wine-related tourism; and extensive policies to protect views of the open hillsides surrounding the city. As in Yolo County, a comparative analysis of the fiscal and infrastructure impacts of various land use alternatives, along with the identification of appropriate land uses and intensity of development for infill sites, were key components of General Plan Update process.

**Northwest Chico Specific Plan and EIR** for the City of Chico. DC&E is leading a consultant team to develop a comprehensive plan and EIR for a 632-acre area of undeveloped or underutilized land known as the Northwest Chico Development Area (NCDA) at the edge of the City's Sphere of Influence. DC&E is leading the effort to develop a strategic and comprehensive approach to land use, circulation and open space planning for the area, in response to ongoing development pressure. Existing development includes rural residential, agricultural and industrial uses, an elementary school and scattered commercial enterprises. A number of parcels are proposed for residential development, although these proposals are generally being made in a piecemeal fashion rather than comprehensively. In addition, the City would like the area to include a community park and a mixed-use commercial core. As a part of this project, DC&E staff have met with Butte County LAFCO officials to gain a clear understanding of the LAFCO's parameters for annexations and potential changes in Chico's SOL.

**DAVID EARLY, AICP**  
FOUNDING PRINCIPAL

*Professional Experience*

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*Design, Community & Environment Inc., Berkeley, California.* Founding Principal. 1995 through present. *Wolfe Mason Associates, Inc., Oakland, California.* President. Firm acquired in 2003. Responsible for all aspects of project and business management on planning, environmental review and transportation projects. Professional emphasis on community involvement, urban design, land use planning, environmental and visual impact analysis, and bicycle planning. Extensive experience with work in Alameda County and the City of Oakland.

*Brady and Associates, Inc., Berkeley, California.* Principal. 1988 through 1995 (Principal beginning in 1992). Responsible for project management and major planning efforts on diverse planning and design projects. Professional emphasis on urban design, land use planning, policy analysis, bicycle planning, and environmental and visual impact analysis.

*Wagstaff and Brady, Urban and Environmental Planners and Landscape Architects, Berkeley, California.* Assistant Planner. 1987. Responsible for environmental impact review and urban design.

*Education*

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**Master of Architecture**, *University of California, Berkeley.*

**Master of City Planning**, *University of California, Berkeley.*

Emphasis on mixed-use urban design, pedestrian environments and transit-oriented suburban development.

**Residential Course**, *International Laboratory for Architecture and Urban Design, Siena, Italy.*

**Bachelor of Arts, Community Studies**, *University of California, Santa Cruz.* Honors on the thesis. Honors in the major.

*Teaching and Public Speaking*

---

**Instructor**, *UC Davis Extension, Specific Plans*, March 1995; *Updating General Plans and Preparing Specific Plans*, May 2001 and May 2002.

**Panelist**, *American Planning Association California Chapter*, Convention, 1993, 1994 and 1995. *Association of Environmental Professionals*, State Conference, 1993 and 1997.

**Speaker**, *Sustainable Development Seminar*, University of Florida, 1997.

**Hearst Lecturer**, *California Polytechnic University San Luis Obispo*, 1997.

**Professional Development Seminar Presenter**, *American Institute of Architects Wisconsin*, Annual Convention, 1995.

**Keynote Speaker**, *Association of Environmental Professionals Monterey Bay Chapter*, Sustainability for Urban and Rural Communities, 1994.

**Commencement Speaker**, *College of Environmental Design, University of California, Berkeley*, 1990.

**Teaching Assistant**, *Department of Architecture, University of California, Berkeley*, 1986 through 1988.

#### *Honors and Fellowships*

---

Principal-in-Charge of the *Ames Research Center EIS* for NASA/Ames Research Center, which received the **NASA Group Achievement Award** in 2003.

Principal-in-Charge of the *Livermore Vision Project and General Plan* for the City of Livermore, which received the **Northern California APA Chapter award for Comprehensive Planning, Small Jurisdiction** in 2003.

Principal-in-Charge of the *Avila Beach Specific Plan*, which received the California Chapter of the American Planning Association's **State Award for Planning Implementation for a Small Jurisdiction** in 2001.

Principal-in-Charge of the *Lemoore Downtown Revitalization Plan*, which received the American Planning Association's **1995 National Outstanding Planning Award for Plan Implementation by a Small Jurisdiction**.



Member of the *St. Vincent's Station Design Team*, which won second place in the national **St. Vincent's/Silviera Design Competition** in San Rafael, California. Entry was subsequently published in *Places* magazine.

Principal-in-Charge of the *Larkspur Downtown Specific Plan*, which received the 1993 award for **Best Comprehensive Plan - Small Jurisdiction** from the Northern California Section of the American Planning Association California Chapter and the **Outstanding Planning Award** from the Northern California Chapter of the American Society of Landscape Architects.

**John K. Branner Fellowship.** 1988 through 1989. Major one-year fellowship award for study of architecture and urban design in Western Europe.

#### *Professional Affiliations*

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**Member.** American Institute of Certified Planners.

#### *Volunteer Activities*

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**Member, California Planning Roundtable.** Composed of 32 members from the public and private sectors, the Roundtable provides leadership and excellence in planning. The Roundtable also organizes the Munsell Scholarship Program, which Mr. Early chairs.

**Board Member and Past-President, Urban Ecology, Inc.** Urban Ecology advocates for sustainable urban development. Urban Ecology published the award-winning *Blueprint for a Sustainable Bay Area*, for which Mr. Early served as a project chair.

**Member, Building Restoration and Improvement Committee, First Unitarian Church of Oakland.**

**TOM FORD, AICP**  
PRINCIPAL

*Professional Experience*

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*Design, Community & Environment, Berkeley, California. Principal.* 1999 through present. Project Manager for urban design and planning projects, including the *North Burlingame/ Rollins Road Specific Plan and EIR* for the City of Burlingame, the *Irvington Concept Plan* for the City of Fremont, the *Adams Point Urban Design Plan* for the City of Oakland, the *Fairmount Avenue Streetscape Master Plan* for the City of El Cerrito and the *Downtown Revitalization Plan* for the City of Central Point, Oregon.

*Calthorpe Associates, Berkeley, California. Urban Designer.* 1994 through 1999. Responsible for development plans for walkable, mixed-use neighborhoods for various projects in the United States and abroad; production of planning and design guideline graphics for inclusion in reports and Specific Plans; preparation of the full range of typical drawings, from site analysis drawings for stakeholder workshops to colored illustrations.

*Taisei Corporation, Tokyo, Japan. Intern Architect.* 1993. One of eighteen graduate-level international students selected to work in Taisei's Tokyo office. Observed and worked in the Japanese system of design-build construction. Produced schematic design for the renovation of 300-seat auditorium at Shinjuku Station.

*Industrial Light and Magic, San Rafael, California. Set Designer.* 1993 through 1995. Responsible for the drafting of drawings from which scenic carpenters could build theatrical sets. Liaison between Art Director and Construction Foreman. Also produced the graphics package for a multi-scenario document to guide future building strategy at the Lucas Arts media production facilities. Produced building permit drawings.

*Urban Construction Laboratory, Berkeley California. Researcher, Special Projects Facilitator.* 1990 through 1993. Prepared papers, drawings, and other materials for Emeritus Dean Richard Bender's Urban Construction Laboratory, which studies both new and continuing forms of infrastructure and related technology and design issues. Coordinated the logistical components of travel to and observation of large, North American and European urban projects with members of the GC-5, a consortium of Japanese design-

build companies. Assisted a visiting Japanese architect with a study of the management of the architectural design process in multinational projects.

*Skidmore, Owings & Merrill, San Francisco, California. Urban Designer.* 1990. Produced drawings, models, and planning documents for urban design and planning products. Representative projects included Mission Bay; Campus Master Plan, Quad District Precinct Plan and Arts District Precinct Plan for UC Davis; and landscape and road alignment studies for UC Berkeley's century-old Central Glade.

#### *Education*

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**Master of Architecture**, *University of California, Berkeley.* American Institute of Architects Scholarship.

**Bachelor of Arts, Dramatic Art**, *University of California, Davis.* Undergraduate Achievement Award.

#### *Publications and Speaking*

---

**Panelist**, *American Planning Association*, National Convention, 2003.

*The Regional City: Planning for the End of Sprawl*, by Peter Calthorpe and William Fulton. Contributed drawings.

*Great Streets*, by Allan B. Jacobs. Contributed drawings.

*Urban Revisions*, edited by Russell Ferguson. Contributed drawings.

#### *Honors and Awards*

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**Honorable Mention**, *Village Center Design Competition.* Channahon, IL.

**Charter Signatory**, *The Congress for the New Urbanism.*

**Compact Development Committee Member**, *Greenbelt Alliance.*

**Taisei International Fellow**, *Taisei Corporation.* Tokyo, Japan.

**CATHERINE E. REILLY, AICP**  
ASSOCIATE

*Professional Experience*

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*Design, Community & Environment, Berkeley, California. Associate.* 2004 through present. Responsible for project management and analysis for comprehensive planning projects and environmental review studies, including neighborhood plans, community vision projects and General Plans.

*Cotton/Bridges Associates, San Diego, California. Planning Associate/Project Manager.* 1998 through 2002. Prepared useable and readable planning documents, including general plans and amendments, community plans, zoning ordinances, housing elements, environmental impact reports, utility service plans, sphere amendment studies, permit applications and consolidated plans. Assisted in the preparation of public outreach programs to educate communities on local government activities and solicit public input on projects. Organized and presented at community meetings. Prepared and managed project budgets and schedules.

*North Carolina Technological Development Authority, Inc., Research Triangle Park, North Carolina. Business Incubator Associate.* 1997 through 1998. Administered and conducted long-range planning for a 26-facility business incubator program. Wrote and received a \$286,000 U.S. federal distance learning grant. Researched and implemented means to improve existing and developing business incubators. Provided administrative and informational support for the 25-member North Carolina Business Incubator Association (NCBIA).

*Peace Corps, Los Castillos, Republic of Panama. Environmental Education Trainer.* 1994 through 1996. Developed and executed a program to integrate environmental education in three local Panamanian elementary schools. Planned and facilitated six environmental education seminars for Panamanian teachers and local environmental conservation groups.

*City of Watsonville, California. Planning Intern.* 1992. Implemented a field survey of non-conforming housing. Researched existing affordable housing stocks within the city. Assisted in the completion of a final report for the City Council.

*Education*

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**Master of Regional Planning**, *University of North Carolina at Chapel Hill*.  
Concentration in Real Estate, Housing and Community Development.

**Bachelor of Arts, *Environmental Studies and Anthropology***, *University of California, Santa Cruz*. Included one year studying archaeology at the University of York, United Kingdom.

*Professional Affiliations*

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**Member.** American Institute of Certified Planners.

**Member.** American Planning Association.

*Community Service*

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**Founding Member and Treasurer**, 1999 through 2002. Altadena Neighborhood Association, San Diego, California.

**Board Member**, 2000 through 2002. Greater North Park Planning Committee, San Diego, California.

**Committee Member**, Public Facilities Sub-Committee, 2001 through 2002. Greater North Park Planning Committee, San Diego, California.

San Diego Peace Corps Association .

**Board Member** (elected) and **Chair** of the Mark J. Tonner International Support Fund Sub-Committee, 2002.



**ILLINGWORTH & RODKIN, INC.**  
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***Illingworth & Rodkin, Inc. Firm Description***

Founded in 1987, Illingworth and Rodkin, Inc. (I&R) provides a complete range of consulting services in acoustics, vibration and air quality to governmental agencies, private sector clients and other environmental and design professionals. The firm has completed in excess of 3,000 projects in architectural acoustics, community noise and vibration, industrial noise and vibration control, and air quality studies. The firm emphasizes objective and thorough analyses of issues, timeliness, teamwork, and practical solutions. The firm is experienced with both the State and Federal environmental regulatory processes.

***Noise***

Illingworth & Rodkin, Inc. specializes in the assessment and control of environmental noise. The firm provides its services directly to governmental agencies and private sector clients and acts as a sub-consultant to other environmental and design professionals. I&R has completed more than 2,500 projects involving environmental noise, transportation noise studies, industrial noise control, and building acoustics. The firm is considered one of the leading consulting firms in the West Coast that provide a full range of testing and design services for the abatement of transportation noise and vibration. A large number of transportation noise studies ranging from environmental impact assessments to developing comprehensive mitigation measures for residential, commercial and other types of existing and proposed developments have been conducted. While most of the work is conducted in Northern California, the firm has completed projects throughout California and the western United States. I&R combines a strong theoretical and a thorough empirical approach to noise and vibration studies. The firm has extensive experience with the computer models used for transportation noise assessment and staff has been trained in the use of the latest Traffic Noise Model. The firm recognizes the computer models' strengths and weaknesses, and its Principals have consistently emphasized the importance of being "on the ground" in a study area, becoming thoroughly familiar with the various parameters that would affect the noise environment and one's ability to predict future conditions, and conducting thorough and comprehensive measurements to assist in the analysis. Project-level noise measurements are made at least weekly. The firm makes about 200-300 noise measurements per year. Noise and vibration services include:

**Environmental Studies**

- Noise assessments for environmental studies (EIR, EIS, EA)
- Noise studies for new residential developments
- Community noise control plans and ordinances
- Noise Ordinance compliance

**Transportation Noise**

- Traffic noise studies and noise barrier design
- Tire/Pavement noise measurements
- Evaluations of roadways noise (source, passby and wayside measurements)

Architectural Acoustics

- Designs for interiors
- Control of noise transmission between spaces
- Isolation from exterior noise
- Code compliance

Noise Control Engineering

- Designs and specifications for mechanical and electrical equipment
- Solutions for existing noise and vibration problems in buildings and industry

Computer Modeling

- Traffic noise using TNM, SOUND32 and LEQV2
- Noise sources using Sound Plan and ENM

Field Monitoring

- Environmental noise and vibration
- Sound isolation, impact insulation and reverberation time in buildings
- Mechanical and electrical equipment noise and vibration
- Noise from industrial plants
- Meteorological conditions

***Air Quality***

In 1995 I&R was expanded to include air quality and meteorological capabilities. The bulk of the firms' air quality work involves environmental air quality studies that are in support of both private and public projects. Air quality studies for land use projects to support Environmental Impact Reports are most common. Types of projects include specific plans for a variety of land use types, office centers, wastewater treatment facilities, waste management facilities, quarries, and other industrial facilities. The firm also assists local communities in developing air quality policies for incorporation into General Plans. Many projects involve the analysis of air quality impacts from both direct and indirect sources of air pollutants. Indirect sources include transportation facilities, which I&R staff has considerable experience evaluating. Through years of conducting environmental noise and air quality studies for local, state and federal agencies, the firm has developed considerable experience in dealing with both the technical and policy issues. While transportation projects can involve considerable air quality technical aspects, the regulatory challenges can be quite complex. This is especially true in the case with federal projects, where plan conformity issues arise. I&R staff has dealt successfully with these issues on a wide variety of projects ranging from reuse of Defense bases, large new freeway projects to simple urban intersection modifications. Air quality services include:



Illingworth & Rodkin, Inc. Firm Description  
Page 3

Environmental Studies

- Assessments for environmental studies (EIR, IS, EIS, EA)
- Transportation projects
- New Land Use developments
- Control plans and ordinances
- Conformity determinations
- Peer Review

Computer Modeling

- Land use developments using URBEMIS
- Air Pollutant emissions estimation using EMFAC2002, Mobile, AP-42
- Microscale air quality traffic modeling using CALINE4, CAL3QHC
- Stationary air pollution source modeling using EPA-approved models (e.g., SCREEN3 and ISCST)
- Analysis of meteorological data

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### **RICHARD R. ILLINGWORTH, PE**

Mr. Illingworth has been responsible for the preparation of the Noise Elements of the General Plans for Counties and Cities in California. He has prepared noise impact reports for many projects including shopping centers, office buildings, industrial complexes, railroads, highways and helipads. He has done the acoustic design for multi-family housing projects, office complexes and hotels, and has appeared in public meetings and in court as an expert witness.

While with the California Department of Transportation, Mr. Illingworth was responsible for preparing highway noise impact reports and for training the staff in assessing highway noise impact and developing mitigation measures. With the Office of Noise Control, he participated in the development of the State of California Model Noise Ordinance and the "Guidelines for the Development of the Noise Element of the General Plan."

Mr. Illingworth has participated in numerous seminars and short courses dealing with community noise. He has authored several articles and reports on issues such as land use compatibility and the noise impact of the development of geothermal energy.

### **PROFESSIONAL EXPERIENCE**

1987-Present Principal Consultant	Illingworth & Rodkin, Inc. Petaluma, California
1977-1987 Acoustical Consultant	Charles M. Salter Associates, Inc. San Francisco, California
1975-1977 Noise Control Engineer Office of Noise Control	California State Department of Health Berkeley, California
1969-1974 Assistant Transportation Engineer Environmental Studies	California State Dept. of Transportation San Francisco, California

### **EDUCATION**

1975-1976	University of California at Berkeley Audited graduate courses in acoustics
1969	University of California at Davis B.S. Civil Engineering

### **PROFESSIONAL REGISTRATION AND SOCIETIES**

California: Civil Engineer  
No. 21763 (1972)  
Acoustical Society of America  
American Institute of Planners

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### **RICHARD B. RODKIN, PE**

Mr. Rodkin has been responsible for a wide range of studies in environmental noise, architectural acoustics, and noise control engineering. He worked with staff of the California Energy Commission assessing noise impacts of power cogeneration projects, a solar project, and a transmission line. A recent research study for Caltrans investigated long-distance diffraction and reflection of noise from sound walls. In another study, he measured underwater sound levels generated by piledriving in San Francisco Bay. Transportation noise and vibration studies include freeways and light-rail systems in the Bay Area and San Diego, and numerous road widening and improvement projects for cities and counties. Other environmental noise studies include port expansions in the Bay Area and Los Angeles; Clean Fuels projects at Bay Area refineries; aircraft noise; new and expanding mines and quarries; power plants and cogeneration projects; geothermal and on-shore oil fields; noise ordinance violations; commercial, institutional, housing and other miscellaneous development projects; Specific Plans, and Noise Elements of the General Plans. He has acted as an expert witness in cases involving traffic noise, construction noise, and a murder case where audibility was an issue.

During the past 31 years Mr. Rodkin has worked continuously in all aspects of acoustical design relating to new buildings including architectural acoustics, sound isolation, and the control of noise and vibration from mechanical equipment. Projects include housing, office buildings, hospitals, university buildings, TV studios and teleconferencing facilities, churches, an airport expansion, hotels, small power plants, and cogeneration facilities.

### **PROFESSIONAL EXPERIENCE**

1987-Present	Illingworth & Rodkin, Inc.
Principal Consultant	Petaluma, California
1976-1987	Charles M. Salter Associates, Inc.,
Acoustical Consultant	San Francisco, California
1973-1976	Buonaccorsi & Associates
Acoustical Consultant	San Francisco, California

### **EDUCATION**

1978	University of California at Berkeley
	M.S. Mechanical Engineering, Major: Acoustics
1973	University of California at Davis
	B.S. Mechanical Engineering, Major: Power/Propulsion

### **PROFESSIONAL REGISTRATION AND SOCIETIES**

California: Mechanical Engineer  
No. 23900 (1985)  
Institute of Noise Control Engineers  
Acoustical Society of America  
ASHRAE

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**JAMES A. REYFF**

Mr. Reyff is a Meteorologist with expertise in the areas of air quality and acoustics. His expertise includes meteorology, air quality emissions estimation, transportation/land use air quality studies, air quality field studies, and environmental noise studies. He is familiar with federal, state and local air quality and noise regulations and has developed effective working relationships with many regulatory agencies.

During the past 15 years, Mr. Reyff has prepared Air Quality Technical Reports for over 10 major Caltrans highway projects and conducted over 100 air quality analysis for other projects. These projects included carbon monoxide microscale analyses, the calculation of project emissions (e.g., ozone precursor pollutants, fine particulate matter, and diesel particulate matter), seasonal field monitoring, and preparation of air quality conformity determinations. Mr. Reyff advised and influenced decisions of federal and local air quality agencies regarding impact assessment methodologies and air quality conformity issues. He has conducted air quality evaluations for specific plans and General Plan updates. Recently, he prepared the air quality analysis for the NASA Ames Research Park, which included a Federal SIP Conformity analysis.

Mr. Reyff has been responsible for a variety of meteorological and air quality field investigations in support of air permitting and compliance determinations. He has conducted air quality analyses of diesel generators in support of air quality permitting requirements and environmental compliance issues. Mr. Reyff has designed and implemented meteorological and air quality monitoring programs throughout the Western United States including Alaska. Programs include field investigations to characterize baseline levels of air toxics in rural areas, as well as regulatory air quality and meteorological monitoring. He currently is involved in a long-term monitoring program at the Port of Oakland that evaluates meteorological condition and fine particulate matter concentrations in neighborhoods adjacent to the Port.

Over 15 major noise technical studies for transportation systems have been conducted by Mr. Reyff. He has managed several research studies for Caltrans including a noise study that evaluated long-range diffraction and reflection of traffic noise from sound walls under different meteorological conditions. Mr. Reyff has also evaluated noise from power plants, quarries and other industrial facilities. In a small community in Idaho, he developed noise criteria acceptable to residences, city officials, and project proponents for a new power plant.

**PROFESSIONAL EXPERIENCE**

1995-Present  
Project Scientist Petaluma, California

Illingworth & Rodkin, Inc.

1989-1995  
Project Meteorologist

Woodward-Clyde Consultants  
Oakland, California

1988-1989  
Post Voyage Analyst

Oceanroutes  
Sunnyvale, California

**EDUCATION**

1986

San Francisco State University  
B.S., Major: Geoscience (Meteorology)

**PROFESSIONAL SOCIETIES**

American Meteorological Society Institute of Noise Control Engineering  
Air & Waste Management Association

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**MICHAEL S. THILL**

Mr. Thill is a noise specialist with seven years of professional experience. Mr. Thill's expertise lies in conducting field research, analyzing data, and noise modeling. He has conducted numerous field surveys in a variety of noise environments and has authored technical noise reports for residential projects, mixed-use projects, commercial projects, transportation projects, educational facilities, redevelopment projects, and office and industrial developments.

Mr. Thill has led traffic noise investigations for major transportation projects including the Route 4 Bypass project and the I-680/Route 4 Interchange project in Contra Costa County, California. Mr. Thill is proficient with use of FHWA's traffic noise prediction model (TNM), and is familiar with the procedures for preparing highway noise impact studies presented in Caltran's *Traffic Noise Analysis Protocol* and the *Technical Noise Supplement* (TENS). He received a BS degree in Environmental Science from the University of California at Santa Barbara.

**PROFESSIONAL EXPERIENCE**

2005 - Present	Illingworth & Rodkin, Inc.
Senior Consultant	Petaluma, California
1998 - 2005	Illingworth & Rodkin, Inc.
Staff Consultant	Petaluma, California
1996 - 1998	City of Carpinteria
Planning Intern	Carpinteria, California

**EDUCATION**

1998	University of California at Santa Barbara
	B.S., Major: Environmental Science

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**DANA M. LODICO**

Ms. Lodico has been working with Illingworth & Rodkin since January 2004 and has past experience in acoustics and civil engineering. She has consulted on a variety of projects including architectural acoustics designs, traffic-related noise studies, general plan updates, and the study of environmental noise and land use compatibility. Ms. Lodico is experienced with the use of architectural acoustics and traffic noise prediction models including the CATT Acoustics, Stamina, Sound32, SoundPLAN, and the FHWA Traffic Noise Model (TNM), and the use of in-house software tools for architectural acoustics design and the development of noise control treatment options. Ms. Lodico received a Master of Science degree in Building Science/Architectural Acoustics from the Rensselaer Polytechnic Institute (2003) and Bachelor of Science degree in Civil Engineering from the University of Colorado at Boulder (2000).

**PROFESSIONAL EXPERIENCE**

Jan. 2004 to Present  
Acoustical Consultant

Illingworth & Rodkin, Inc.  
Petaluma, California

Aug. 2001 to May 2003  
Teaching Assistant

Rensselaer Polytechnic Institute  
Troy, NY

Nov. 2000 to June 2001  
Civil Engineer I

City of Boulder Planning and Public Works  
Boulder, CO

Feb. 1999 to July 2000  
Research Assistant

University of Colorado  
Boulder, CO

**EDUCATION**

Master of Science (2003)  
Building Science, Architectural Acoustics

Rensselaer Polytechnic Institute  
Troy, NY

Bachelors of Science (2000)  
Civil Engineering

University of Colorado  
Boulder, CO

**PROFESSIONAL AFFILIATIONS**

Engineer-In-Training (EIT) Certificate, State of Colorado

## **Illingworth & Rodkin, Inc. Project List**

Responsibilities: Noise and air analysis

### **Client Reference #1**

Project:	Walnut Creek General Plan - Noise & Air Quality Update
Client:	Design, Community, and Environment
Contact:	Steve Noack
Contact Number:	(510) 848-3815
Location of Project:	City of Walnut Creek, CA
Project Date:	2003
Project Description: I&R prepared the noise and air quality technical background reports for the City of Walnut Creek's General Plan Update, which included a detailed evaluation of existing and future noise conditions. I&R also updated the Noise and Air Quality Elements for compliance with the State of California Administrative Code and consistency with County goals and development.	

### **Client Reference #2**

Project:	Stanislaus County General Plan - Noise Element Update
Client:	Stanislaus County
Contact:	Debra Whitmore
Contact Number:	(209) 525-5702
Location of Project:	Stanislaus County, CA
Project Date:	2004
Project Description: I&R prepared the noise technical background report for the Stanislaus County General Plan Update, which included a detailed evaluation of existing and future noise conditions. I&R also reviewed, commented on, and updated the previous Noise Element for compliance with the State of California Administrative Code and consistency with County goals and development.	

### **Client Reference #3**

Project:	Tracy GP - EIR Noise & Air Quality Update
Client:	Design, Community, and Environment
Contact:	Steve Noack
Contact Number:	(510) 848-3815
Location of Project:	City of Tracy, CA
Project Date:	2002
Project Description: I&R prepared the noise and air quality technical background reports for the City of Tracy's General Plan Update. I&R also updated the Noise and Air Quality Elements of the City of Tracy General Plan and prepared the noise and air quality sections of the General Plan and EIR.	

**ILLINGWORTH & RODKIN, INC.**  
Acoustics • Air Quality

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Fax: 707-766-7790  
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***Illingworth & Rodkin, Inc. References***

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Principal Planner  
Community Development Department  
Contra Costa County  
651 Pine St., 4th Floor North Wing  
Martinez, CA 94553-0095

925-335-1210

Pete Parkinson  
PRMD Director, Department Head  
Sonoma County Permit and Resource Management Department  
2550 Ventura Avenue  
Santa Rosa, CA 95403

707-565-1900

Michael Moore  
Planning Director  
City of Petaluma  
11 English Street  
Petaluma, CA 94952

707-778-4301





## ENVIRONMENTAL COLLABORATIVE

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Consultation • Documentation • Restoration  
1268 64th Street • Emeryville, CA 94608  
Phone 510/654-4444 • FAX 510/655-4444

### ENVIRONMENTAL CONSULTING SERVICES

ENVIRONMENTAL COLLABORATIVE is a small business enterprise located in Emeryville, California. Established in 1983, the firm provides professional environmental consulting, planning, research, and natural resource management services to the public and private sectors in the Bay Area and throughout northern California. Services provided by the firm include:

- **environmental documentation and report preparation;**
- **environmental analyses and field surveys;**
- **land use planning and permit assistance;**
- **and natural resource management.**

The firm is owned and operated by James A. Martin, serving as both lead consultant to public agencies and the private sector, and as subconsultant to other environmental consulting and resource management firms. The firm has provided consulting services to numerous governmental agencies in Alameda, Contra Costa, Marin, Monterey, Napa, Placer, San Benito, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Sacramento, Solano, Sonoma, and Yolo counties. Private sector clients include a wide range of professional consulting firms, development companies, individuals, and non-profit corporations.

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## ENVIRONMENTAL DOCUMENTATION AND REPORT PREPARATION

ENVIRONMENTAL COLLABORATIVE provides documentation services through all phases of the environmental review process, in compliance with federal, state, and local government guidelines. The firm serves as both primary consultant to lead agencies and as subconsultant to other consulting firms. Environmental documents prepared by the firm include:

- **environmental impact reports and statements;**
- **environmental assessments;**
- **initial studies of environmental significance;**
- **mitigated negative declarations;**
- **and notices required during the environmental review process.**

Documentation prepared by the firm encompasses a wide range of proposed residential, commercial, industrial, and open space uses. Responsibilities assumed by the firm vary from documentation during specific phases of the review process to full services to the client, including: project review scheduling and noticing of documentation; report preparation and distribution; and conduct of scoping sessions and public hearings.

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## ENVIRONMENTAL ANALYSES AND FIELD SURVEYS

ENVIRONMENTAL COLLABORATIVE provides data base collection and analysis as part of the planning process for both local agencies and private clients. Mr. Martin's personal interests focus on biotic resources, conducting vegetation, wildlife, and special-status taxa surveys for sites throughout the Bay Area and northern California. Environmental analyses and field studies undertaken by the firm include:

- **vegetation analyses and mapping;**
- **tree species identification and mapping;**
- **wetland delineations and mapping;**
- **wildlife surveys and habitat suitability analyses;**
- **and special-status taxa studies.**

The firm works closely with other consulting firms and independent subconsultants to provide clients with necessary expertise in a variety of fields, including: geology, seismicity, and soils; drainage, water quality, and hydrology; transportation, parking, and circulation; cultural resources; acoustics; and air quality. By working with specialists in each of these fields, the firm ensures that clients are provided with an unusually high level of experience and professionalism.

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## LAND USE PLANNING AND PERMIT ASSISTANCE

ENVIRONMENTAL COLLABORATIVE provides land use planning services and permit assistance, ranging from constraints analyses, to assistance through the environmental and project review processes. Planning services provided by the firm include:

- land use inventories;
- land use suitability and constraints analyses;
- permit assistance for project applicants;
- and permit compliance review for lead agencies.

Consulting services of the firm are provided throughout project planning and refinement, as well as the environmental review process. Information obtained during the initial stages of project planning frequently serves as the data base for later consulting services, including plan finalization and environmental documentation.

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## NATURAL RESOURCE MANAGEMENT

ENVIRONMENTAL COLLABORATIVE provides a variety of natural resource consulting services, ranging from management plans which mitigate potential adverse impacts on significant biotic resources, to the use of plant material in slope stabilization efforts. Natural resource-related services provided by the firm include:

- mitigation plans;
- habitat restoration plans;
- vegetation establishment and management plans;
- and biotechnical slope stabilization plans.

Much of the current work in the area of natural resource management involves close coordination with the California Department of Fish and Game, the U.S. Fish and Wildlife Service, and the U.S. Army Corps of Engineers, particularly with regard to wetlands habitat and special-status taxa. Mr. Martin's rapport with representatives of these agencies serves to facilitate jurisdictional review and plan finalization, while recognizing client scheduling and management objectives.

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## PARTIAL LIST OF PROJECTS

Sonoma County General Plan Update and EIR, Sonoma County  
San Francisco Jail Replacement Project EIR and Compliance Monitoring, San Bruno  
Tiburon General Plan Update EIR, Tiburon  
Napa Valley College Facility Master Plan EIR, Napa  
Vallejo Bay Trail Segment Biological Assessment, Vallejo  
UC Berkeley Long-Range Development Plan, Berkeley  
Sonoma Country Inn, Sonoma County  
Alameda County Juvenile Justice Center Environmental Assessment, Alameda County  
Davidon D Street Residential Project, Petaluma  
Sonoma Business Park, Cotati  
Yosemite Area Regional Transport System Environmental Assessment, Mariposa County  
Lake Herman Quarry Biological Assessment and Initial Study, Vallejo  
Redwood Technology Center, Petaluma  
French Ranch EIR and Compliance Monitoring, Marin County  
Masonic Homes Biological Assessment, Union City  
Delta College Master Plan, San Joaquin County  
Marin County General Plan Update and EIR, Marin County  
Downtown Petaluma Specific Plan, Petaluma  
Burlingame Shoreline Specific Plan Biological Assessment, Burlingame  
Marin County Local Coastal Plan Update, Marin County  
Calistoga General Plan Update and EIR, Calistoga  
Asti Inn and Resort Master Environmental Assessment and EIR, Cloverdale  
Tassajara Valley General Plan Amendment EIR, Contra Costa County  
Gateway/Olive Drive Project EA and EIR, Davis  
Dunnigan General Plan Update EA and EIR, Yolo County  
Martinez Intermodal Facility EIR/EIS, Martinez  
Dominican College Master Plan, San Rafael  
Highway 12 Biological Assessment, Rio Vista, Solano County  
Adams-Chitactac Park Master Plan, Biological and Wetland Assessment, Santa Clara County  
Big Ranch Specific Plan EA and EIR, Napa  
California Skyline II Project EIR, Baypoint  
South Wavecrest Redevelopment Project EA and EIR, Half Moon Bay  
Los Gatos Country Club EIR, Los Gatos  
Southport Framework Plan EA and EIR, West Sacramento  
Paicines Ranch EIR, Hollister, San Benito County  
Solano Concrete Interim Extraction Permit EIR, Woodland, Yolo County  
Syar Industries Gravel Extraction EIR, Healdsburg, Sonoma County

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## PARTIAL LIST OF PROJECTS (continued)

Bennett Valley Golf Course EIR, Santa Rosa  
Bernal Avenue Specific Plan EA and EIR, Pleasanton, Alameda County  
San Geronimo Treatment Plan Expansion, San Geronimo Valley, Marin County  
Mountain House New Community EIRs, San Joaquin County  
Mare Island Way Improvement Project EIR, Vallejo  
Bay Vista Project EIR, El Cerrito  
Lucasfilm Project EIR, Lucas Valley, Marin County  
French Ranch Project EIR, San Geronimo Valley, Marin County  
Summit Project EA, Concord  
Manor Creek Homes Project EIR, Fairfax  
Alhambra Boulevard Project EA, Martinez  
Naples Beach Vista EA, Half Moon Bay  
North Livermore General Plan Amendment EIR, Livermore  
Williams General Plan EIR, Williams  
Brentwood Hills Project EIR, Brentwood  
San Joaquin County General Plan EIR, San Joaquin County  
Point Pinole Mixed Use EIR, Richmond  
Stockton Enterprize Zone EIR, Stockton  
Montair Summit Project EIR, Danville  
Han Li Marine Terminal EIR, Pittsburg  
Crystal Ranch EA, Concord  
Silk Stone Hill EIR, El Sobrante, Contra Costa County  
Stonebridge Creek Project EIR, Alamo  
Estes Hotel EIR, Half Moon Bay  
Slide Ranch Master Plan EA and EIR, Muir Beach, Marin County  
Richmond Field Station Master Plan EA, Richmond, UC Berkeley  
Buchanan Roadway Improvement EIR, Pittsburg  
King Mountain EIR, Ross, Marin County  
Lake Chabot Terrace EIR, San Leandro  
Monte Bello Subdivision EIR, Ross  
DIPSA EIR, Union City  
Sausalito Hotel EIR, Sausalito  
Busse Townhouse EIR, Fairfax  
Golden Oaks EIR, Richmond  
Cloverdale Treatment Plant EIR, Cloverdale  
Regency Court Subdivision EIR, El Cerrito  
Chateau Le Roi Winery EIR, Gyserville, Sonoma County



## EXPERIENCE

ENVIRONMENTAL COLLABORATIVE is a small business enterprise located in Emeryville, California. Established by James Martin in 1983, assessments performed by the firm include general vegetation and wildlife surveys, detailed surveys for special-status species, wetland delineations, and restoration plans for sites throughout northern California. The firm has been involved in conducting biological assessments for a wide range of planning documents and development applications, from county and city general plans and master plans for new communities, to specific plans involving a mixture of uses, to individual development plans for residential, commercial, and industrial projects.

James Martin, Principal of ENVIRONMENTAL COLLABORATIVE, will be the primary biological consultant for services to DCE. Mr. Martin holds a BS degree in Biology and a B.A. degree in Fine Art, both from the University of California at Berkeley. He has over 20 years of experience as an environmental consultant, preparing biotic resource assessments for proposed residential, industrial, and commercial developments for sites in Alameda, Amador, Contra Costa, Fresno, Kern, Kings, Lake, Marin, Mendocino, Merced, Monterey, Napa, Nevada, Placer, Sacramento, San Benito, Santa Cruz, San Francisco, San Mateo, San Joaquin, Santa Clara, Siskiyou, Solano, Sonoma, Stanislaus, Tuolumne, and Yolo counties, among others. He has evaluated Specific Plans and General Plans, and is currently involved with the General Plan updates for Marin, Napa, and Sonoma counties. He has been involved in developing mitigation plans, restoration plans, and natural resource management plans for aquatic, transitional, and terrestrial habitats.

Mr. Martin's has considerable experience conducting assessments for sites throughout the Central Valley, Coast, and Sierra Nevada, and for general plan updates for cities and counties. Projects in the Central Valley include: the Yosemite Area Regional Transport System site analysis with DCE; the Hetch Hetchy water intake modification project and the domestic water supply distribution project for the San Francisco Public Utilities Commission; the San Joaquin County General Plan EIR, which included an assessment of five "New Towns"; the Mountain House New Town Supplemental EIR northwest of Tracy; the Old River Specific Plan EIR in the City of Tracy Sphere of Influence along Old River; the EIR on the Kings County General Plan Dairy Element; the Cache Creek Resource Management Plan EIR in Yolo County; and the Southport Framework Plan EIR in West Sacramento. Mr. Martin is currently or has recently been involved in the general plan updates for Marin, San Joaquin, and Sonoma counties, and the cities of Benicia, Calistoga, Corte Madera, Morgan Hill, Napa, and Walnut Creek. Mr. Martin is intimately familiar with the US Fish and Wildlife Service's mitigation guidelines for Valley Elderberry Longhorn Beetle (VELB), and other regulatory guidelines relevant to projects in the Lodi vicinity such as the California Department of Fish and Game's draft mitigation guidelines for Swainson's hawk, and has worked closely with agency personnel in defining appropriate mitigation requirements for various projects.

A summary of three relevant projects is provided below:

**Sonoma County General Plan Update and EIR, Sonoma County.** Mr. Martin is currently providing technical expertise on biological and wetland related-issues as Sonoma County updates their General Plan. He prepared a Background Technical Report summarizing existing resources, regulatory framework, and adequacy/deficiencies of the current General Plan, and recently completed the Biological Resources section of the EIR. He participated in an extensive process of policy refinement attending numerous subcommittee and committee meetings, and worked closely with staff to develop options, recommendations, and policy language for the Open Space and Natural Resource elements of the General Plan.

Client: Bob Gaiser, Project Manager, Sonoma County PRMD  
707/565-1917

**Southtown EIR, Vacaville.** Mr. Martin recently completed an evaluation of two major development projects encompassing approximately 340 acres in the southeastern portion of Vacaville. He conducted detailed field surveys and provided a peer review of studies conducted for the applicant. Potentially sensitive resources included the loss of seasonal wetlands, possible occurrences of special-status invertebrate species, and elimination of suitable foraging habitat for a number of raptors. He prepared the Biological Resources section of the DEIR on the project, and responses to relevant comments for the FEIR.

Contact: Chris Gustin, Planner, City of Vacaville  
707/449-5415

**Ceres General Plan and EIR, Ceres.** Mr. Martin recently worked with DCE in completing the background review as part of the Ceres General Plan Update, and prepared the Biological Resources section of the EIR. Available background information was assembled and reviewed, existing vegetative cover was mapped based on interpretation of aerial photographs and a field reconnaissance survey, and sensitive resources were identified. Input was provided into important planning considerations and policy options. A review of potential impacts associated with implementation of the preferred option for future development was provided as part of the EIR analysis.

Client: David Early, Principal, Design, Community & Environment  
510/848-3815

## ENVIRONMENTAL COLLABORATIVE

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### JAMES A. MARTIN SUMMARY OF QUALIFICATIONS AND EXPERIENCE

#### Education

B.A. in Fine Art, 1981, University of California at Berkeley  
B.S. in Biology, 1981, University of California at Berkeley

#### Honors

Frank F. Kraft Prize (1977)  
Frank and Mary Kremler Seltz Scholarship (1978-1979)  
H.G. Wollenberg Scholarship (1980-1981)

#### Professional Affiliations

Association of Environmental Professional  
California Native Plant Society  
Society for Ecological Restoration

#### Experience

1983 - Date ENVIRONMENTAL COLLABORATIVE, Emeryville, California.  
**Principal.** Principal of environmental consulting and natural resource management firm with office located in Emeryville, California. Responsible for business development, research, and report preparation, project management, and coordination of project-contract personnel. Providing environmental consulting, planning, research, and documentation for both public and private sectors, specializing in biological and wetland resource assessment and management services. Biological and wetland services include assessments for proposed development applications, preparation of habitat conservation and mitigation plans, and consultation with jurisdictional agencies. Involved in preparation of over 200 environmental assessments, mitigation plans, and related documentation. Specific experience has varied from conducting and reviewing special-status taxa surveys for large tracts of undeveloped land, preparation of biotic resource assessments for new communities and county general plans, to securing agency approval for habitat management and conservation plans for special-status taxa.

Mr. Martin has also been involved in habitat restoration and monitoring programs throughout northern California. He has served as the vegetation specialist for two geologic hazard abatement districts in Contra Costa County, collectively overseeing vegetation management of over 3,000 acres of open space. Primary emphasis of the open space management effort was revegetation of unstable slopes with native species as a secondary form of slope stabilization, in addition to

JAMES A. MARTIN  
SUMMARY OF QUALIFICATIONS AND EXPERIENCE (Continued)

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re-establishment of grassland cover on barren cut slopes and areas subject to severe erosion, management of numerous creeks and treatment of specimen oaks, and review of proposed landscaping plans to ensure consistency with long-term goals.

- 1983 ENGINEERING-SCIENCE, Berkeley, California. **Environmental Scientist.** Responsible for data gathering and analysis, preparation of environmental assessments and documents. Authored major proposals prepared out of Berkeley office. Involved in assessments of proposed mixed use projects in Monterey, Napa, Placer, and Solano counties, including Placer Services and Homestake Mining Company large scale mining projects in Sierra Nevada and northern coastal mountains, respectively.
- 1981 - 1983 LARRY SEEMAN ASSOCIATES, Berkeley, California. **Environmental Analyst.** Responsible for preparation of environmental documents and supervision of environmental and botanical studies for sites located throughout northern California. Experience included research and data collection, field surveys and reconnaissance, report preparation and review, project management and personnel coordination. Involved in a wide variety of projects which included: vegetation and wildlife assessments for proposed residential, commercial, and industrial projects; special-status taxa surveys for sites in Contra Costa, Marin, Nevada, Placer, San Mateo, Solano, Sonoma, Stanislaus, and Yolo counties; timber harvest plans in Sierra Nevada and Cascade forests; and restoration projects in Monterey Bay Area, Redwood City, and San Bruno Mountain.
- 1981 U.S. FOREST SERVICE, Pacific Southwest Forest & Range Experiment Station, Berkeley, California. **Research Technician.** Involved in data collection and analysis, related primarily to use of ornamental vegetation in urban settings. Compiled and evaluated data from urban locations throughout United States. Prepared an inventory and information retrieval system of data collected over a 15 year period.
- 1979 UNIVERSITY OF CALIFORNIA, Los Angeles, Department of Geology. **Field Assistant.** Conducted vegetational analysis of California north coast sage scrub vegetation type. Line transects were run at locations from San Francisco to Monterey. Involved in field surveys, material identification, laboratory and herbarium research.



# **STATEMENT OF QUALIFICATIONS**

## **LODI GENERAL PLAN UPDATE PROPOSAL**

### **FIRM DESCRIPTION**

TREMAINE & ASSOCIATES is a woman-owned business, established in 1994, and headquartered in Dixon, California. TREMAINE has successfully completed a wide range of survey projects from small-scale local land developments (less than 100 acres) to highly complex regional studies exceeding thousands of acres. TREMAINE has worked in a variety of construction and development sectors including communications (fiber optics), civil engineering (infrastructure), design engineering and preconstruction planning (surveys and audits), land purchases, transportation (light rail and highways), water resources (levees and reservoirs), and military facilities. In addition, TREMAINE has conducted projects in a number of archaeological and geological settings including those within downtown urban areas, forests, deserts, bay, valley and foothills, and coastal areas.

TREMAINE has a permanent staff that includes six Ph.D. - or M.A. -level archaeologists and geophysicists, two GIS specialists, an office manager, a projects coordinator, and several field and laboratory technicians. Further, TREMAINE retains a pool of experienced archaeological technicians for seasonal on-call work, as demand requires. With over 300 completed projects, TREMAINE's senior cultural resource staff, Kim Tremaine, Ph.C., John Lopez, M.A. in progress, Monica Steckling, M.A. and, Mark Carper, M.A. are each solid veterans of the cultural management profession. Together they possess the complementary strengths of managerial excellence, regulatory knowledge, academic scholarship, and technical proficiency needed for the Lodi General Plan.

### **Lodi Vicinity Projects**

#### *Buckeye Ranch Project*

As part of a planned residential and development plan northwest of Lodi (Tracy Lakes), Kim Tremaine conducted archaeological investigations, including record search, pedestrian survey, and soil chemical analysis in preparation of an adequate Environmental Impact Report. The work resulted in the identification of nine prehistoric sites.

#### *Archaeological Monitoring for WS04 Long Haul Fiber Optic Segment*

This project involved the monitoring of the placement of a fiber optic cable running from Sacramento to Bakersfield. Over 23-miles of the project ran through San Joaquin County. During the project one prehistoric site was identified and recorded in San Joaquin County, the Dry Creek Site (MP64).

#### *Willow Glen Home Owners Association – Culvert Replacement Project*

The Willow Glen Home Owners Association proposed to replace a 48-inch diameter metal culvert with a 72-inch diameter reinforced concrete culvert. To meet requirements of Section 404 in compliance with the Federal Clean Water Act, TREMAINE was

contracted to conduct a cultural resources survey for the 2,000 square foot project area. No cultural resources were identified during the project.

#### *San Joaquin National Wildlife Refuge Project*

TREMAINE performed a cultural resources survey of 335-acres within the San Joaquin National Wildlife Refuge as part of the US Fish and Wildlife Service (USFWS) planned project to repair existing wetlands, install a water control station, re-slope and fencing off several banks to ensure that cattle will not cause further erosion. During the project, one prehistoric site was identified and recorded (CA-STA-000419).

#### *Staten Island Cultural Resources Survey Project*

The Nature Conservancy (TNC) purchased Staten Island in late 2001 with a grant from CALFED (a state-federal program) and the Department of Water Resources (DWR). As part of Calfed's Ecosystem Restoration Grants Program, Ducks Unlimited planned to construct low interior cross-levees and install a high-volume discharge pump for increasing the quality, quantity, and duration of flooded habitat, benefiting cranes, pintails, and other waterfowl.

TREMAINE supervised and conducted cultural resources technical studies, as well as prepared recommendations in order to assist The Nature Conservancy (TNC) in meeting its obligations under Section 106 of the National Historic Preservation Act of 1966, as amended. As part of the cultural resource program, tasks included a records search and literature review; a strategically selective survey (i.e., a systematic pedestrian survey of the levee perimeter and an intensive survey of the area of direct impact for proposed new levee and road construction); recordation of both newly documented and previously recorded resources; preliminary assessments of National Register eligibility (based on survey level data); and provision of management recommendations. Seven historic sites and seventeen historic artifacts were identified and recorded during this project.

### **Key Staff Members**

#### **Kim Tremaine, Ph.C., R.P.A. - Principal Investigator**

Ms. Tremaine has advanced to candidacy for her Ph.D. at the University of California, Davis, and holds a Masters degree in Cultural Resources Management from Sonoma State University. Ms. Tremaine, a principal of TREMAINE, has twenty-five years experience in archaeology and has directed numerous projects involving compliance with Section 106 of the National Historic Preservation Act (NHPA), the California Environmental Quality Act (CEQA), and the Native American Graves Protection and Repatriation Act (NAGPRA). These projects include cultural resources management plans, historic property treatment plans, feasibility studies, inventories, testing for National Register eligibility, mitigation excavations, and FERC relicensing consultations. She has worked with a number of State and Federal agencies including Caltrans, U.S. Fish & Wildlife Service, U.S. Forest Service, Bureau of Land Management, Army Corps of Engineers, Bureau of Indian Affairs, Native American Heritage Commission, and the Office of Historic Preservation. Kim has devoted considerable pro bono effort to assist

the City of Sacramento in their long range plans (including general plan and specific plans) actively working with their Historic Preservation Director, Roberta Deering, to develop several heritage tourism projects to benefit the general public and local economy.

**John Lopez, M.A. in progress - Principal Investigator**

John Lopez has over 20 years experience in archaeology and is just about to complete his Masters thesis at Sonoma State University. He received his B.A. in Anthropology from San Jose State University in 1981. John is part owner of TREMAINE and co-manages projects. John's regional experiences include the interior and coastal areas of the Santa Lucia and Diablo Ranges, the North Coast Ranges, and most counties in the North-Central and Northern Sierras. He is technically proficient in human osteology and osteometrics; lithic analysis; historical archaeology, including household, railroad, and mining features and artifacts. Along with the archaeology, John maintains good working relationships with local Native American communities including the Obispeño and Purismeño Chumash, Kàruk, Eastern Miwok, Ohlone, Patwin, Pomo, Salinan, Sinkyone, Wappo, and Washo-Paiute peoples. John Lopez has managed complex projects involving engineers and scientists for more than 10 years.

**Monica Steckling, M.A., R.P.A. – Archaeologist/Project Manager**

Ms. Steckling received a Bachelors of Arts degree and Masters of Arts degree in Anthropology from the University of California, Santa Barbara and San Diego State University in 1996 and 2001, respectively. She has nine years experience in California archaeology and has directed cultural resource studies for federal, State, and local compliance requirements. These projects include constraint level evaluations, surveys, CEQA testing programs, National Register status evaluations, monitor programs, and data recovery programs. Recent projects include the testing and monitoring for the Sutter Expansion Project, testing and monitoring for the North San Diego County Transit District Oceanside-Escondido Rail Project, data recovery for the Otay Generating Plant Project, Bureau of Land Management Kuchamaa Overview Study, and the Monitoring program for the Calpine Energy Facility.

**Mark A. Carper, M.A., R.P.A. – Archaeologist/Project Manager**

Mr. Carper has been a practicing archaeologist for eight years. Mr. Carper has extensive experience throughout the western and southwestern United States, including California, Oregon, Texas, Utah, Montana, and Arizona. Prior to joining the Tremaine & Associates team he earned his B.A. from James Madison University, Harrisonburg, Virginia, followed by his M.A. from the University of Montana, Missoula. Mr. Carper's experience throughout the western and southwestern United States has allowed him to become well versed in Section 106 of the National Historic Preservation Act. He has directed cultural resource studies including survey, excavation, and monitoring in compliance with State, federal and local requirements. Mr. Carper's experience also includes artifact analysis, report writing, and archival research.

**Melinda Pacheco - Projects Coordinator /Staff Archaeologist**

Ms. Pacheco has six years experience in California Archaeology. Since receiving her B.A. from CSU, Chico in 2000 she has worked on numerous projects throughout



California as a Field Archaeologist. Prior to her current position she was employed with the Society for California Archaeology where she managed the financial records, budget analysis, membership, inventory and archive preservation, and Annual Meeting planning. Her past employment with the URS Corporation and the Archaeological Research Foundation, CSU Chico has allowed her to gain valuable experience in archaeological survey, excavation, monitoring, site record preparation, curation, and environmental laws. As Projects Coordinator, Ms. Pacheco works closely with project managers and the accountant, allocating company resources such as personnel, equipment, supplies, and money to projects, ensuring project needs are met.

**Jessica Breese - Staff Archaeologist/Office Manager**

Ms. Breese has eight years bookkeeping and office support experience working for Abbott & Kindermann, LLP and three years experience in California archaeology. She has conducted field surveys, large monitoring projects, site documentation, GPS data collection, testing and data recovery excavation that spans both the northern and southern California regions. Her experience for Tremaine & Associates, Inc. includes payroll, accounts payable, accounts receivable, human resources, contract administration, and general office support. Ms. Breese's archaeological experience allows her to fill the role of archaeologist for larger projects when needed.

**Shannon DeArmond- GIS Analyst**

Ms. DeArmond graduated from the University of California, Davis in 2000 with a Bachelor of Science in Natural Resource Science. Her course work entailed a wide variety of disciplines from atmospheric science, to soil science, to ecology, with a heavy emphasis on geology and geographic information systems. Before joining the TREMAINE team, she worked with the Natural Heritage Commission to analyze and identify potential sites for below-surface water storage using GIS.

Shannon is currently our GIS analyst, cartographer, and manager of our mapping department. Shannon is a member of the Sacramento ArcUser Group. She has worked with us on a variety of projects across the state and beyond, conducting sensitivity analyses, mapping archaeological finds, and aiding TREMAINE's geophysicists in defining the subsurface landscape.

**Lara Wood - Staff Archaeologist/GIS Analyst**

Ms. Wood completed her degree in Anthropology in 2002 at the University of California, Davis. She has worked as an archaeologist since 2000 on various projects throughout California. Recently she completed an A.S. in Geographic Information Systems from American River Junior College. She started work at TREMAINE in November of 2004 and in that time she has provided field support for archaeological and geophysical projects, as well as becoming an essential member of our GIS staff. In addition to her map-making and GIS analytical skills, Ms. Wood's knowledge of archaeology makes her invaluable during archaeological surveys, site recordation, and compilation and consolidation of collected field data.

Geoarchaeology is TREMAINE's strong suite. We have a unique approach, retaining a geoarchaeologist, geophysicist, and soils scientist on staff. Below are brief biographies.

**Edwin Hajic, Ph.D.**

Dr. Hajic received his doctorate in Geology from the University of Illinois in 1990. His geological background includes a number of geomorphological studies in the Mid-West including the Illinois River Valley, Des Plaines River Valley, the Mississippi River Valley, the Spoon River Valley, the Rainy River Valley, and here in the west, the Lower Sacramento River Valley. His work also involves landscape evolution studies. He directed the data collection effort for Minnesota's Department of Transportation (MN/DOT) archaeological site prediction model. As TREMAINE's geoarchaeologist, Dr. Hajic provides us with the benefits of his wide range of experience and his project management skills.

**Yi Liao, Ph.D.** Dr. Liao received his Ph.D. in Theoretical Geophysics from the University of Beijing, and an Electrical Engineering degree from Hungcow University. Yi has developed a number of mathematical algorithms and geophysics-based seismic techniques for the petroleum industry, and algorithms for near-surface conductivity instruments. He is currently continuing to develop such algorithms for use with TREMAINE's *eScan Technology* and providing technical expertise on geophysical projects in archaeology.

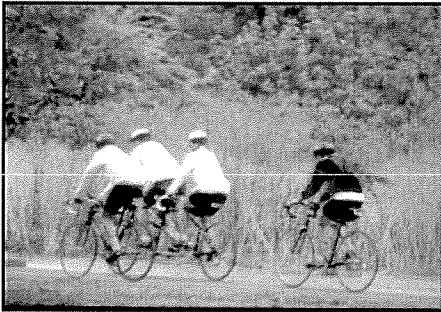
**Mara Johnson, Ph.D.** Dr. Johnson received her doctorate in Soil Science from the University of California Davis in 2001. She directs our geo-sciences program, overseeing the geophysical surveys and drilling work, conducting borelogging, and analysis of data collected. She has been an invaluable addition to our staff.

### Client References (3)

- Staten Island Cultural Resources Inventory, 9,000 acres in San Joaquin County, Calif.  
The Nature Conservancy, Galt, California  
Contact: Keith Whitener (916) 683-1767  
Contract Period: September 2003-January 2003.
- Multiple Surveys (5,000+ acres) for the Wetland Reserve Projects throughout California  
Natural Resources Conservation Service, Davis, California  
Contact: Frank Dietz (530) 792-5658  
Contract Period: August 2003-February 2006.  
San Joaquin – 120 acres; Solano – 548 acres; Fresno – 1,620 acres.
- General Plan & Specific Plans, City of Sacramento, California.  
City of Sacramento  
Contact: Robert Deering (916) 808-8259  
Contract Period: Open-ended  
Pro bono work on long-range plans and several heritage tourism projects.



# Firm Description



Fehr & Peers specializes in providing transportation planning and traffic engineering services to public and private sector clients. We emphasize the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation.



## SPECIALIZED SERVICES

Rather than trying to offer a multi-disciplined approach, we choose to focus on being the best traffic engineering and transportation planning consulting firm. We offer specialized expertise in the following areas:

- Travel Demand Forecasting
- Traffic Operations and Simulation
- Intelligent Transportation Systems
- Traffic Calming
- Bicycle/Pedestrian Planning and Design
- Transportation Systems Planning
- Transit Operations and Simulation
- Land Use/Transportation Planning
- Smart Growth Planning
- Transportation Impact Analysis
- Traffic Engineering Design

Maintaining this singular focus on transportation enables us to provide state-of-the-practice expertise to our clients. We are nationally-recognized experts in these areas as evidenced by the fact that we routinely publish many professional papers, serve on national committees, and teach courses to others in the industry.



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# Firm Description

## OUR VALUES

From our firm's inception in 1985, we have developed strong client relationships by following three core values:

- **Professional integrity and honesty**  
We emphasize quality over quantity.
- **Responsive and hard working**  
We emphasize service over sales.
- **Problem-solving, can-do attitude**  
We emphasize solutions over process.

## WHY CLIENTS HIRE US

Clients hire Fehr & Peers because we provide the right combination of leading-edge technical skills, high-quality work, and superior client service. We thrive on challenging assignments in controversial environments where complex problems can only be solved by using state-of-the-practice analytical techniques, developing innovative, yet practical solutions, and achieving consensus amid the diverging views of stakeholders. We often find ourselves called into projects where others have failed. We consider each potential assignment carefully, and we only accept those projects to which we are fully committed and able to complete successfully.



## CONTACT US

**Corporate Office**  
100 Pringle Avenue  
Suite 600  
Walnut Creek, CA 94596  
925-930-7100  
[www.fehrandpeers.com](http://www.fehrandpeers.com)

**San Francisco, CA**  
415-369-0425

**San Jose, CA**  
408-278-1700

**Roseville, CA**  
916-773-1900

**Reno, NV**  
775-826-3200

**Denver, CO**  
303-296-4300

**Salt Lake City, UT**  
801-261-4700

**Sacramento, CA**  
916-329-7332

**Orange County, CA**  
949-859-3200

**Walnut Creek, CA**  
925-930-7100



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# Key Personnel

## PRINCIPAL IN CHARGE

**Ronald T. Milam, AICP** is a Principal with Fehr & Peers located in our Roseville, California office. He has managed a variety of transportation planning and traffic engineering studies and also provides expert witness testimony. He brings unique and valuable experience to projects, having an extensive background in travel demand model development and applications, traffic operations analysis, microsimulation modeling, and transportation impact studies involving NEPA and CEQA. Much of his experience has involved direct working relationships with local agencies to help develop balanced transportation and land use plans. Ron has worked on variety of projects, including the El Dorado County General Plan and EIR, Calaveras County RTP, Nevada County General Plan, Yuba City General Plan, Auburn General Plan Circulation Element, Woodland General Plan Circulation Element and Street Master Plan, and the Folsom-El Dorado Transit Strategy Study (Folsom, California). Ron also teaches a course for the Institute of Transportation Studies Technology Transfer program at U.C. Berkeley entitled, "Managing Transportation and Land Use Interactions." Mr. Milam will be the Principal in Charge for this project.

## PROJECT MANAGER

**Julie Morgan, AICP**, Associate with Fehr & Peers, has more than nine years of experience in travel demand forecasting, long-range plan development, and integrated transportation/land use planning. Ms. Morgan has substantial experience with many of the major travel models used in the Bay Area and the Central Valley, and she works with most major travel demand software packages, including TP+, TransCAD, EMME/2 and MINUTP. Her experience in San Joaquin County includes managing the travel model development and circulation element preparation for the Stockton General Plan update, development of the regional transportation impact fee program for the San Joaquin Council of Governments, and preparation of the transportation sections of numerous EIRs in cities throughout the County. Ms. Morgan received her Masters degrees in City & Regional Planning and in Transportation Engineering from the University of California, Berkeley. Ms. Morgan will be the Project Manager for this project.



# Transportation Sections for Environmental Impact Reports



Preparation of Transportation Sections of Environmental Impact Reports is one of the core services provided by Fehr & Peers. We have completed hundreds of transportation studies for public, private, and institutional clients to evaluate new land developments (e.g., Specific Plans and General Plans), that include changes to the street system (e.g., new streets and major infrastructure improvements), changes in circulation policies, and other actions that affect the transportation system, including roadways, pedestrian and bicyclists, transit, light rail and commuter rail services.

We thrive on challenging assignments in controversial environments. We focus on providing innovative, yet practical solutions to complex problems. We frequently draw on our expertise in travel demand forecasting, traffic operations and simulation, traffic calming, and traffic engineering design in our studies.

We provide the following transportation engineering services including (but not limited to):

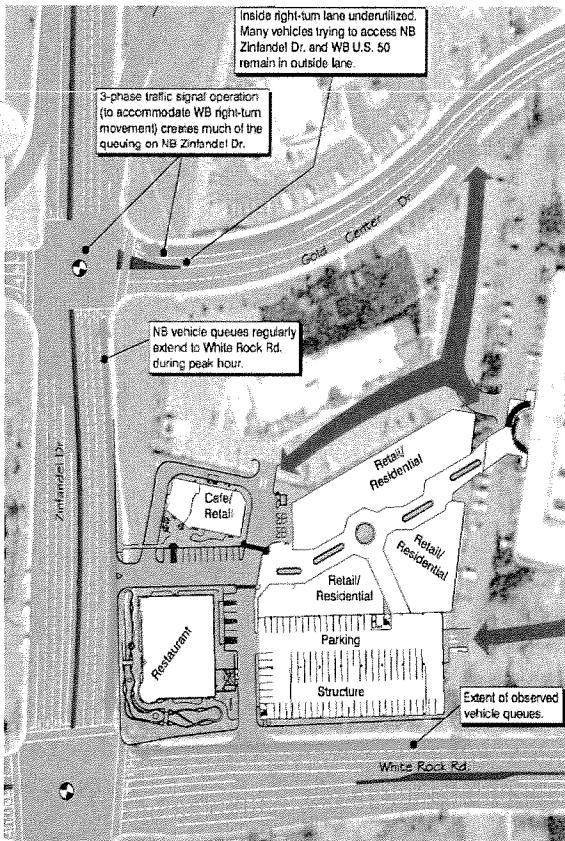
- Analysis of Specific Plans
- Transportation Sections for Environmental Documents
- Evaluation of Alternative Travel Modes
- Smart Growth Audits
- Impacts on Residential Streets
- Transportation Infrastructure Phasing
- Evaluation of Project Access and Internal Circulation
- Peer Review / Due Diligence Support

## State-of-the-Art Analysis Tools and Practices

- Use of simulation (SimTraffic, CORSIM, Paramics, or VISSIM) models in oversaturated conditions.
- Use of the "4D Process" (i.e., Density, Diversity, Design, Destinations) when evaluating Smart Growth projects.
- Use of graphics, illustrated maps, and simulation to communicate study recommendations.
- Extensive trip generation library of land uses not included (or with insufficient data) in ITE's *Trip Generation*.
- Roundabout versus all-way stop suitability criteria.
- State-of-the-art techniques for estimating vehicle queues.

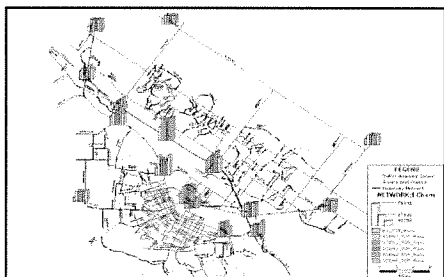
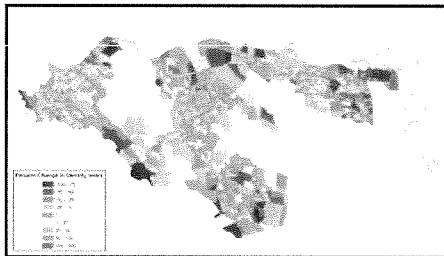
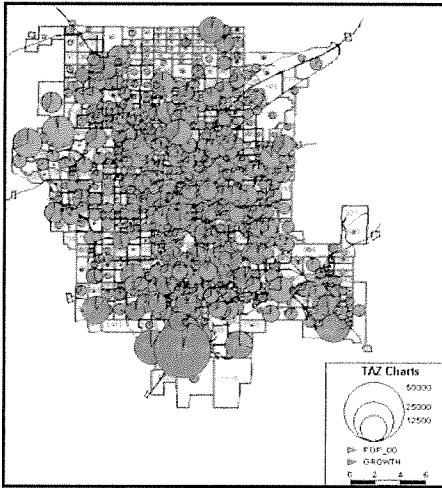
## CEQA/NEPA Expertise

Fehr & Peers staff is exceptionally knowledgeable on the transportation study aspects of the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). We are frequently asked to serve in a peer review role in making sure a document is as legally defensible as possible.



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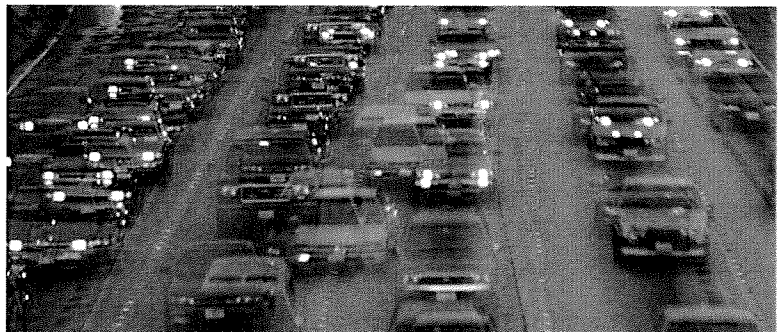
# Travel Demand Forecasting



Forecasting future travel demand is an important step in every major transportation planning project, providing the foundation for the detailed operational analysis and design that follows. Fehr & Peers is a leader in the development and application of models used to predict travel demand. We use the latest technology to efficiently develop and update models, and we apply innovative techniques that allow travel demand models to capture the interactions between neighborhood-scale land use characteristics and travel patterns. And we bring to modeling a deep understanding not only of the latest academic research and statistical analysis techniques, but also the real-world needs of the practicing planner.

Our staff has developed and applied models in all of the major modeling software packages, including TransCAD, TP+/CUBE, EMME/2, MINUTP, and Tranplan. We integrate GIS capabilities into our models to improve the accuracy and efficiency of the modeling process. The spatial analysis tools available through GIS are used to better define the geographic units of analysis, to spatially rectify the roadway network, and to conduct reasonableness checks of land use and trip table data.

Models developed by Fehr & Peers routinely exceed published guidelines for model accuracy. In fact, Fehr & Peers staff published a professional paper recommending more stringent California model validation criteria for small urbanized and rural areas after demonstrating usable techniques that substantially improved the validation performance of many models.



We understand how travel demand models are used in practice because we have wide-ranging experience in model applications for city and county transportation master plans, environmental review of large land development projects, and alternatives analysis for major highway and transit improvement projects. We have also applied models to determine the quantitative relationship (or "nexus") between land development and the need for future roadway network improvements, often as part of developing or updating traffic impact fee programs.



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# Project Experience in San Joaquin County

The following are a list of representative projects for Fehr & Peers:

## Environmental Impact Reports

### ✦ City of Tracy General Plan Update and EIR

Fehr & Peers prepared the Circulation Element and the transportation sections of the Environmental Impact Report for the City of Tracy General Plan. The effort included: An update to the Tracy Citywide Traffic Model, Public Planning Workshops, coordination with responsible agencies, Transportation Issues Summary Document, development of land use alternatives, urban design elements related to street and network standards and impact reduction, guidelines for context sensitive design and traffic calming, preparation of a multi-modal circulation element, and the preparation of draft and final EIR.

Reference:

Bill Dean  
City of Tracy  
Development and Engineering Services  
520 Tracy Blvd.  
Tracy, CA 95376  
510-848-3815

### ✦ City of Stockton General Plan Update and EIR

As the major urban area in the northern San Joaquin Valley, Stockton is a hub for many modes of transportation, from highways and transit services, to freight and passenger rail lines, to container ships using the deep-water port. The City has experienced tremendous growth in the past decade, and significant population increases are expected over the next 20 years and beyond. The General Plan addresses issues of growth and development through the application of a Village Concept, in which future residential areas may include retail and job opportunities, as well as supportive institutions such as schools and parks.

The transportation analysis conducted in support of the General Plan included development of a new city-wide traffic model, using the TP+/Cube software system. This model was calibrated to current-year conditions, and then used to forecast traffic conditions under the land use alternatives studied as part of the General Plan process. We facilitated meetings with the Transportation Subcommittee of the General Plan Action Team, which included representatives from a variety of organizations (public agency staff, real estate and business interests, social service organizations, environmental groups, and others). We also developed a comprehensive set of transportation goals and policies based on input from the Subcommittee, City staff, and public workshops and hearings. Fehr & Peers produced the Circulation Element of the new General Plan, the transportation chapter of the General Plan EIR, and a new Bicycle Master Plan for Stockton.

Reference:

Steve Escobar  
City of Stockton  
Planning Department  
425 North El Dorado Street  
Stockton, CA 95202  
209-937-8544



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## Project Experience in San Joaquin County

### ✦ City of Manteca General Plan and EIR

This project involved the preparation of a general plan, two specific plans, and their associated EIR documents. The major tasks involved an existing conditions analysis, a review of goals and plans, development of alternatives, and preparation of EIR document transportation sections. The scope also included attendance at public meetings and staff meetings.

#### Reference:

David Vickers  
City of Manteca  
Public Works Department  
1001 West Center Street  
Manteca, CA 95337  
(209) 239-8400

### Additional Environmental Impact Reports

- ✦ Central Lathrop Specific Plan EIR
- ✦ Tracy Gateway Master Plan EIR
- ✦ Northeast Tracy Industrial Park EIR
- ✦ Tracy I-205 Corridor Specific Plan EIR
- ✦ Tracy Hills Specific Plan EIR
- ✦ Oleander Specific Plan (Manteca) EIR

### Interchange Projects

- ✦ I-5 / Louise Avenue / River Islands Parkway Interchange PSR
- ✦ I-5 / Lathrop Road Interchange PSR
- ✦ I-5 / Downing Avenue PSR / PR ED / PS&E
- ✦ SR 99 / Yosemite Avenue Interchange PA/ED and PS&E
- ✦ SR 120 / Yosemite Avenue / McKinley Avenue Interchange Feasibility Study
- ✦ SR 99 / Austin Road / Olive Avenue Interchange Feasibility Study
- ✦ SR 99 / Sperry Road PSR / PR ED / PS&E
- ✦ Northwest Stockton Transportation Study
- ✦ I-205 / Grant Line Road Interchange PSR / PR ED / PS&E



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**RONALD T. MILAM, AICP**  
**Principal**

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**EXPERIENCE**

**Land Use and Transportation Planning Studies**

Responsibilities have included policy development, technical analysis, impact assessments, and the development and execution of travel demand models.

- El Dorado County General Plan and EIR, CA
- Calaveras County Regional Transportation Plan, CA
- Mare Island Re-Use Plan, Vallejo, CA
- Amador County Regional Transportation Plan, CA
- Yolo County Transit Study, CA
- Folsom Citywide Transportation Systems Management Study, CA
- Nevada County Regional Transportation Plan, CA
- Auburn General Plan Circulation Element, Land Use Element, CA
- Nevada County Corridor Management and Preservation Study, CA
- Woodland General Plan Circulation Element and Street Master Plan, Woodland, CA
- Solano County Comprehensive Transportation Plan, CA
- Lassen County Regional Transportation Plan
- Washoe County Regional Transportation Plan, NV
- Lake Tahoe Regional Transportation Plan, CA/NV
- Humboldt County Regional Transportation Plan, CA
- Siskiyou County Regional Transportation Plan, CA

**Environmental Impact Analysis**

Responsibilities included project manager for the preparation of transportation impact studies for land use development and transportation infrastructure projects.

- Village at Squaw Valley EIR, CA
- Jepson Parkway EIR/EIS, Solano County, CA
- Manzanita Avenue Widening Project EIR/EA, Chico, CA
- Promontory Specific Plan EIR, El Dorado County, CA
- Carson Creek Specific Plan EIR, El Dorado County, CA
- Wal-Mart EIR, El Dorado County, CA
- Elk Grove Automall EIR, Sacramento County, CA
- El Dorado County General Plan EIR, CA

**EDUCATION**

- Bachelor of Science (with Highest Honors), Environmental Policy Analysis and Planning (Emphasis on Land Use and Transportation Planning), University of California at Davis, 1990.

**AFFILIATIONS**

- American Planning Association
- Institute of Transportation Engineers
- Women's Transportation Seminar, Sacramento Board Member (1993-96)

**AWARDS**

- Best Paper, 7<sup>th</sup> Annual TRB Conference on Planning Applications, A Comparison of Partial and Full Cloverleaf Interchange Operations Using the CORSIM Micro-Simulation Model, presented at TRB 79<sup>th</sup> Annual Meeting, January 12, 2000
- First Place, Private Agency 1994 Regional Transit Challenge. The Regional Institute of the Bay Area (TRIBA). Bay Area 2000: Get on Track! February 25, 1994
- Institute of Transportation Engineers, 1996 *Past Presidents' Award* in recognition of the authorship of the paper Engineering a Bikeway Master Plan



### **Travel Demand Modeling**

Responsibilities included project manager or director for the development and modification of travel demand models as well as the development of travel demand forecasting guidelines.

- El Dorado County Travel Demand Model Development, CA
- Calaveras County Travel Demand Model Development, CA
- Shasta County Travel Demand Model Development, CA
- City of Woodland Travel Demand Model Development, CA
- City of Dixon Travel Demand Model Development, CA
- City of Davis and University of California at Davis Travel Demand Model Development, CA
- Washoe County Regional Transportation Commission Travel Demand Model Modifications, NV
- Mountain Land Association of Governments Travel Demand Model Development, UT
- Las Vegas Model Estimation, Calibration, and Validation Guidelines, NV
- Sacramento Area Regional Council of Governments SACMET Travel Demand Model Modifications, CA

### **Bikeway Planning and Design**

Responsibilities have included the development of bikeway master plans, bicycle facility designs, and bikeway components for General Plan circulation elements, environmental documents, and Caltrans project development reports. Major bikeway projects include:

- Sacramento County General Plan Circulation Element - Bikeway Component, CA
- Solano Countywide Bicycle Master Plan, CA
- Yuba-Sutter Bikeway Master Plan, CA
- Nevada County Bicycle Master Plan, CA
- Livermore Bicycle/Pedestrian Plan Update and Equestrian Trails Study, CA
- Calaveras County Bikeway Master Plan, CA
- San Joaquin County Bikeway Master Plan, CA
- North Natomas Bikeway Implementation Plan, Sacramento CA
- City of Folsom Bikeway Master Plan, Folsom, CA
- Lassen County Bikeway Master Plan, CA
- Magnolia Road Bike Path Preliminary Engineering, Nevada County, CA
- City of Citrus Heights Bikeway Master Plan, CA

### **Project Development Studies**

Responsibilities included project manager or lead transportation analyst for freeway and interchange traffic analyses and to support Federal, State, and local project development studies. Most studies included detailed freeway and arterial operations analysis using regional travel demand models (MinuTP, TranPlan, TP+, TransCAD, and EMME/2) and micro-simulation traffic models (CORSIM, SIMTRAFFIC, PARAMICS, and VISSIM).

### **CERTIFICATION**

- American Institute of Certified Planners (011595)

### **PUBLICATIONS**

- Engineering a Bikeway Master Plan, ITE District 6 Meeting, August 9, 1995. Ronald T. Milam and Michael G. Jones.
- The Consequences of Imbalanced Transportation Spending, August 9, 1995. Matthew J. Henry and Ronald T. Milam.
- Opening Up the West Again: New Opportunities for Passenger Rail Service. ASCE 1995 Transportation Congress. Ronald T. Milam and Peter M. Zabierek.
- "A Vision for Passenger Rail Systems", APA California Planner, May/June, 1994.
- Consensus Building... For Traffic Engineers, ITE District 6 Meeting, Salt Lake City, Utah, August 1997.
- A Comparison of Partial and Full Cloverleaf Interchange Operations Using the CORSIM Micro-Simulation Model, ITE District 6 Meeting, San Jose, CA, July 1998.
- A Comparison of Partial and Full Cloverleaf Interchange Operations Using the CORSIM Micro-Simulation Model, Transportation Research Board Seventh National Conference on the Application of Transportation Planning Methods, March 1999.
- Recommended Guidelines for the Calibration and Validation of Traffic Simulation Models, Ronald Milam & Fred Choa, ITE District 6 Conference, June 2000
- HCM & CORSIM - Resolving the Differences, Ronald Milam & Fred Choa, ITE District 6 Conference, June 2000.
- Dynamic Validation of Travel Demand Models, Ronald T. Milam, Donald Hubbard, & Chang Hwan Park, ITE, 2004.
- Comparative Evaluations on the Elasticity of Travel Demand: Wasatch Front Regional Council (WFRC) Model Sensitivity Testing and Training Study. TRB Annual Meeting, Washington D.C., January 2005. Ronald T. Milam, Robert G. Schiffer, & M. Walter Steinvorth.



- U.S. 50 HOV lanes PSR, El Dorado and Sacramento Counties, CA
- U.S. 50/Missouri Flat Road Interchanges PSR and PR, El Dorado County, CA
- U.S. 50/Western Placerville Interchanges Study PSR and PR, Placerville, CA
- U.S. 50/Sunrise Boulevard Interchange PSR, Sacramento, CA
- U.S. 50 Interchange Planning Study through Folsom and Western El Dorado County, CA
- U.S. 50/Oak Avenue Parkway Interchange PSR, Folsom, CA
- I-5/SR 113 Direct Freeway Connectors PSR and PR, Woodland, CA
- I-5/County Road 102 Interchange PSR and PR, Woodland, CA
- I-5/SR 99 Concept Approval Report, Sacramento, CA
- I-5/Richards Boulevard PSR, Sacramento, CA
- I-5/SR 56 Direct Freeway Connectors, San Diego, CA
- SR 99/Sheldon Road Interchange PSR, Sacramento, CA
- SR 65/Pleasant Grove Interchange PSR and PR, Roseville, CA
- SR 65/Whitney Boulevard Interchange PSR, Placer County, CA
- I-5/Stadium Boulevard Interchange PSR, Sacramento, CA
- I-80/West A Street Plan line Study, Dixon, CA
- I-80/Douglas Boulevard Interchange Loop On-Ramp Simulation Evaluation, Roseville, CA

Other projects involving direct technical oversight include the following.

- I-80/I-680/SR 12 Corridor and Interchange Project Report and Environmental Document, Solano County, CA
- SR 99/Sheldon Road Interchange PR, Sacramento, CA
- Legacy Parkway Freeway Operations Analysis, Salt Lake City, UT

### Rail Studies

Responsibilities included vehicle technology assessment, alignment analysis, station conceptual design, service planning, operations analysis, traffic impact analysis, construction and o&m cost estimating, and transit patronage forecasting.

- Vasona Light Rail Engineering, San Jose, CA
- Folsom Light Rail Implementation Study, CA
- South Sacramento Corridor AA/DEIR/DEIS, CA
- Woodland-Davis Rail Study, CA
- Roseville LRT Extension EIR, CA
- Northern Sacramento Valley Intercity Passenger Rail Feasibility Study, CA

### Multi-Modal Station Siting and Design Studies

Responsibilities included site selection analysis, multi-modal access and circulation, and conceptual design.

- Turlock Multi-Modal Transfer Center Feasibility Study, CA
- El Dorado County Multi-Modal Station Study, CA
- Auburn/Bowman Rail Station Siting Study

### **PUBLICATIONS (cont.)**

- CORSIM, PARAMICS, and VISSIM – What the Manuals Never Told You, David Stanek, Ronald T. Milam, & Fred Choa, ITE National Conference, August 2002.
- High-Capacity Roundabout Intersection Analysis: Going Around In Circles, David Stanek & Ronald Milam, ITE District 6 Annual Meeting, 2004.
- Bus Rapid Transit (BRT) Conceptual Plan In South Placer County, Ronald T. Milam & Tao "Anna" Luo, ITE District 6 Annual Meeting, 2005.

### **PRESENTATIONS**

- *Residential Traffic Control: Mountain State Applications*. ITE Mountainland Section. May 20, 1995. Ronald T. Milam and Ronald Mortimer.
- *Using GIS To Classify Roadway Conditions for Development of On-Street Bicycle Facilities*. Transportation Research Board 77<sup>th</sup> Annual Meeting, Washington, D.C., January 12, 1998.
- *Transportation Planning for the 21<sup>st</sup> Century-Expanding the Toolbox*, Ron Milam, League of California Cities Planners Institute, March 21, 2003.
- *Using Traffic Simulation to Evaluate Automobile, Transit, Bicycle, and Pedestrian Delays in Designing an Intersection - A Case Study from the University of California at Davis*. Ronald T. Milam & Sarah Brandenburg, Pro Bike/Walk Conference, Victoria, Canada, 2004

## **EXPERIENCE**

### **Integrated Land Use/Transportation Studies**

Developed comprehensive plans and specific plans for growing cities, as well as for new towns such as the community surrounding the planned tenth campus of the University of California. Projects include:

- University of California, Merced, Community Plan and Campus Master Plan
- Stockton General Plan, Stockton, CA
- Oakley General Plan, Oakley, CA
- Hercules District Plan, Hercules, CA

### **Travel Demand Forecasting**

Conducted assessments of travel demand for highway and transit modes using the TP+/VIPER/Cube, TransCAD, EMME/2 and MINUTP modeling systems, in support of Major Investment Studies, project development studies, local plan preparation and traffic impact analyses. Projects include:

- State Route 4 East PR/ED, Contra Costa County, CA
- Downtown Multi-Modal Access Plan, Denver, CO
- San Ramon General Plan, San Ramon, CA
- Oakley General Plan, Oakley, CA
- I-680 Auxiliary Lane PR/ED, Contra Costa County, CA
- North Metro Transportation Study, Denver, CO
- Southeast Corridor (Light Rail) Environmental Impact Study, Denver, CO

### **Travel Demand Model Development**

Developed new travel demand models for cities and counties using the TP+/VIPER/Cube and TransCAD modeling systems. The new models are being used to support long-range planning activities, project development studies, and traffic impact analyses. Projects include:

- Tuolumne County Travel Demand Model (TransCAD)
- City of Stockton Travel Demand Model (TP+/Cube)
- Merced County Travel Demand Model (TP+/Cube)

### **Traffic Impact Fee Studies**

Developed AB 1600-compliant traffic impact fee programs for cities and regions to fund the construction of infrastructure necessary to support new development. Projects include:

## **EDUCATION**

- Master of City Planning with emphasis in Transportation Planning, University of California, Berkeley, 1996
- Master of Science in Engineering (Civil), University of California, Berkeley, 1996
- Bachelor of Arts in American Studies (summa cum laude), Wellesley College, 1991

## **AFFILIATIONS**

- American Institute of Certified Planners (AICP)
- American Planning Association (APA)
- Women's Transportation Seminar (WTS)
- Institute of Transportation Engineers (ITE)

## **PRESENTATIONS**

- *Reconciling New Urbanism and Traffic Engineering: Calthorpe's Urban Network Concept*, APA National Planning Conference, Denver, 2003
- *Tools for Creating Compatible Transportation and Land Use*, APA Statewide Conference, Sacramento, 2001

- East Contra Costa County Regional Transportation Impact Fee
- City of Oakley Transportation Impact Fee
- San Joaquin County Regional Transportation Impact Fee
- City of Emeryville Traffic Impact Fee

### **Environmental Impact Reports**

Prepared transportation impact sections of environmental documents for projects ranging from large-scale residential and office/industrial developments to highway improvement projects. Projects include:

- UC Merced Community Plan EIR and Campus Long Range Development Plan EIR
- Stockton General Plan EIR, Stockton, CA
- March Lane Specific Plan EIR, Stockton, CA
- Alamo YMCA EIR, Contra Costa County, CA
- SR 49 Sutter Creek Bypass EIR/EIS, Amador County, CA
- Benicia Business Park EIR, Benicia, CA
- Vista del Mar (Residential/Commercial) EIR, Pittsburg, CA

### **Smart Growth Planning Studies**

Assisted in developing innovative modeling tools (INDEX, Smart Growth INDEX) for the Environmental Protection Agency and regional planning organizations to evaluate transportation effects of proposed growth policies.





## RELEVANT EXPERIENCE

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### Lathrop Master Plan Documents

#### City of Lathrop

Nolte was selected by the City of Lathrop to prepare utility master plans for water, wastewater, and recycled water. The City's current master plan documents were prepared in the early 1990's and were outdated. The new master plans are needed to incorporate all current facilities together with new facilities necessary to provide service to anticipated master plan developments.

Our work includes preparation of an assumptions report for adoption by the City and formulation of a land use forecast using Dwelling Unit Equivalent (DUE) factors. Individual DUE schedules were compiled for water supply, storage, and distribution; wastewater collection and treatment; and recycled water storage and distribution based on generation, use, and demand rates distilled from information approved by the City and adopted in the assumptions report. The creation of a base map to accurately represent the study area was a critical component of the master planning effort. This information served as the foundation for the master plan documents.

Individual master plans were developed by evaluating existing information, preparing modeling studies, and obtaining new information to supplement the existing master plans. Computer models were used to define the improvements required to handle increased demands generated by planned growth and to determine the most cost effective utility solutions. The master plan documents also served as the basis of a programmatic EIR that analyzed water quality impacts for both near-term and buildout conditions. More specific information regarding each master plan study is summarized as follows.

#### **Water Supply**

At present, the City of Lathrop relies exclusively on groundwater as a source of potable water supply. In the future, approximately 75 percent of water supply demands will be served through the use of treated surface water delivered by the South County Water Supply Project operated by the South San Joaquin Irrigation District (SSJID). The master plan developed by Nolte was a blueprint for integrating groundwater and surface water supplies to meet a five-fold increase in City water demands. The master plan identified a series of new wells and turn-outs from SSJID that would serve extensive development west of Interstate-5. A phased program of improvements was developed and timed to coincide with a specific development schedule. Master planning services included the preparation of a comprehensive water distribution system model and groundwater model that could be used to predict impacts from various development scenarios.

#### **Wastewater Collection**

The existing City wastewater collection system serves only residential areas north of Louise Avenue and east of Interstate-5 along with limited commercial-industrial dischargers within the Crossroads Business Park. New development west of Interstate-5 prompted the planning and siting of a new backbone system for wastewater collection including trunk sewers, lift stations, force mains, and river crossings. In addition, a sewerage plan was

prepared for industrial areas east of the urbanized City core that would eventually be served by the regional wastewater treatment plant in Manteca. Master planning services included the development of a collection system hydraulic model that could be used to determine invert elevations, pipeline sizes, and pump station requirements.

## **Bruinville Area Master Facilities Plan**

### **City of Riverbank**

The City of Riverbank needed master facilities plans for the Bruinville area which consisted of approximately 480 acres of planned development. Nolte prepared the water, wastewater, and storm drainage conceptual infrastructure plans. A preliminary analysis of existing water, wastewater, and storm drainage infrastructure along with a capacity needs evaluation based on the land usage were determined and compared to standard design criteria and performance requirements. A conceptual system map was prepared for each utility showing preliminary sizing and locations of major components. Support infrastructure or trunk lines needed in adjoining areas were identified. A concept-level opinion of probable construction cost was also prepared for each infrastructure system.

## **UC Merced Conceptual Water Plan**

### **University of California - Merced**

Nolte prepared a conceptual plan for integrated water-related infrastructure systems for the proposed UC Merced campus and the surrounding University Community Planning Area (UCPA). The Conceptual Water Plan was prepared to guide UC and the County through the master planning process for the Campus and UCPA. Over the course of three months, the Nolte team of senior professionals met for brainstorming sessions to prepare the Conceptual Water Plan. In addition to these meetings, the team held working sessions with the client, regulators, and key stakeholders, such as the City of Merced, County of Merced, and Merced Irrigation District to incorporate their comments throughout the preparation of the plan.

The Conceptual Water Plan presents five individual water-related infrastructure scenarios and seven potential institutional arrangements. UC and key stakeholders ranked each of the scenarios and institutional arrangements according to specified technical and implementation criteria. Based on the ranking, a preferred scenario and implementation plan was recommended. The preferred scenario includes aspects of all five individual scenarios for water supply, wastewater treatment, disposal, and reuse, and storm drainage for the Campus and UCPA.

The plan was completed within 120 days and within budget. Nolte was subsequently brought on board by the UCPA planning consultant to apply the concepts detailed in the Conceptual Water Plan to four land configuration alternatives and to prepare planning cost estimates for construction of the water-related infrastructure systems.

# Manteca Public Facilities Implementation Plan

## City of Manteca

### Public Facilities Financing

Nolte was the prime consultant for the City of Manteca in charge of overall coordination of the four consultant groups working on the Manteca Public Facilities Implementation Plan. Nolte provided engineering services in the form of master planning for water, sewer, storm drainage and transportation infrastructure. Results of the master planning efforts coupled with forecasted growth in the community were analyzed and an infrastructure financing plan was developed. The land use planning, master planning, capital improvements plans, environmental studies, and financing plan were completed within a short 14 month schedule.

### Water Master Planning

Nolte prepared an update and expansion of the Water Master Plan for the City of Manteca as part of the South Manteca General Plan Amendment/ Area Plan. The Water Master Plan covers an urban expansion area of approximately 14,000 acres.

Currently, the city relies upon groundwater as the primary water supply and storage resource. Included in the master planning studies will be the future storage and distribution of treated surface water to supplement and/or replace the groundwater.

### Sewer Master Plan

Nolte prepared the Sewer Master Plan for major urban expansions surrounding the City of Manteca. Because the existing collection system is operating at capacity, new trunk alignments and pumping facilities were identified and evaluated. Optimization studies for two major trunk sewers have been completed that compared the net present value of each alternative.

In conjunction with the master planning work, the urban expansion areas were photogrammetrically mapped to provide accurate topographic data. With the higher level information, precise limits of gravity service have been designated.

The master plan model was developed using GIS/Hydra, an AutoCAD based data generator. The GIS Software provides a bi-directional link of AutoCAD and dBase and allowed the land use and sewer sheds to be defined within Auto CAD. The data base input to the Hydra Sewer model is generated directly from AutoCAD and represents a major time savings.

### Storm Drainage Master Plan

Nolte completed an update to the current master plan in conjunction with a major General Plan Amendment. In total, approximately 14,000 acres of urban expansion were studied.

In conjunction with the Storm Master Plan, Nolte developed concepts for the first multiuse drainage channel within the city. In addition, facilities recommendations for telemetric (remote) operation of the many retention basins in the city were presented.

**City of Lodi**  
**General Plan Update**

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In conjunction with the master planning work, the urban expansion areas were photogrammetrically mapped to provide accurate topographic data. With the higher level information, more accurate models were developed.

## REFERENCES

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**Contact:** Mike Brinton  
**Agency:** City of Manteca  
**Phone:** 209.239.8460  
**Project:** Manteca Public Facilities Implementation Plan

**Contact:** Laurie Barton  
**Agency:** City of Riverbank.  
**Phone:** 209.869.7128 ext 1  
**Project:** Bruinsville Area Master Facilities Plan

**Contact:** Cary Keaten  
**Agency:** City of Lathrop  
**Phone:** 209.941.7200  
**Project:** Lathrop Master Plan Documents

## JOHN MOUNTIN, PE

### Drainage

#### Education/Certifications

MS Civil Engineering -  
California State University,  
Long Beach (1984)  
BS Water Resources and  
Environmental Engineering  
- University of Wisconsin-  
Milwaukee (1979)

#### Registrations

Professional Engineer - CA  
#39335 (1985)  
Professional Engineer - WI  
#E23163 (1984)

John is an engineering manager in Nolte's Walnut Creek office with extensive civil engineering experience specializing in water resources and transportation projects. Throughout his 25 year career, he has directed and prepared numerous floodplain and stormwater analyses, hydrology and hydraulics studies, bridge scour analyses, and drainage system designs. In addition, he has experience in water treatment and distribution, wastewater engineering, dam inspection and analysis, and highway engineering.

His experience has predominantly included the planning and design of flood control and drainage facilities for regional, local and transportation related projects. His work has also included numerous preliminary environmental planning studies, identifying the floodplain impacts at bridges, the water quality impacts of roadway projects, schemes for limiting the impact of bridge deck contaminants on sensitive water environments, water quality studies, and temporary and permanent water pollutant control measures. In addition he has appeared in civil trials as an expert witness regarding drainage or flood control.

#### Major Project Experience

**California Statewide:** Responsible for the preparation of numerous water quality studies, storm water data reports, erosion control and water pollution control plans, and SWPPPs for transportation and other development plans throughout California.

**Walnut Creek Flood Studies:** Responsible for several flood studies in problem areas of Walnut Creek that are prone to localized flooding due to aged/inadequate drains, or unmitigated upstream development. The existing conditions were studied, alternative improvements developed, and preliminary designs prepared for the recommended drainage improvements - Walnut Creek, CA

#### Highway Bridge Repair and Rehabilitation program (HBRR):

Responsible for the preparation of numerous bridge scour evaluations, bridge hydraulic studies or floodplain studies associated with the Highway Bridge Repair and Rehabilitation program. As part of the HBRR, many seismically deficient bridges were repaired or replaced - CA

#### San Francisco – Oakland Bay Bridge East Span Seismic Safety Project:

Responsible for preparation of the Location Hydraulic Study for the East Span Bridge Replacement - Oakland, CA

**Metropolitan Water District (MWD) Inland Feeder Water Line:** Lead engineer responsible for evaluation of long-term aggradation or degradation of the Santa Ana River. MWD planned to construct a 15-foot diameter tunnel beneath the Santa Ana River to contain a transmission water line. The U.S. Army Corps of Engineers HEC-6 scour and deposition model was used to study the project reach. Simulations included the effects of the expected completion of the Seven Oaks Dam on the Santa Ana River approximately 3 miles upstream of the water line crossing - San Bernardino County, CA

**San Luis Rey River Aqueduct Crossings:** Project engineer responsible for the floodplain analysis and mapping on a 14-mile reach of the San Luis Rey River. Overall project service also provided the preparation of design alternatives for the permanent protection of the pipelines, evaluation of general riverbed scour and local scour around proposed design alternatives,

**Vacaville Water Well Systems Manual:** Prepared systems manuals for several wells in the city including Well #7, #13, and #14 - Vacaville, CA

**Butcher Reservoirs System Manual:** Prepared systems manuals for the Butcher Reservoirs (2.0 MG and 4.0 MG) - Vacaville, CA

**Water Reservoir Rehabilitation:** Rehabilitation of steel water reservoirs - Vacaville, CA

**Water Infrastructure Plan:** Winters Northeast Area water distribution system design - Winters, CA

**Upper Highlands Water Tank Project:** Design of a 1.2 MG reservoir, pump station, 12-inch pipeline, preparation of construction documents that included a detailed sequencing for connection to the existing water system - Tahoe City Public Utilities District, Tahoe City, CA

**Reservoir Modifications Butcher Road:** Design inlet and outlet improvements to the Butcher Road Reservoirs for the City of Vacaville including valve vault piping modifications - Vacaville, CA

## DAVE RICHARD, PE

### Sewer

#### Education/Certifications

MS Environmental  
Engineering - University of  
California - Davis (1992)  
BS Civil Engineering  
(Sanitary Option) -  
Michigan Technological  
University (1978)

#### Registrations

Professional Engineer - CA  
#C-33479 (1981)

Dave is the managing director of Nolte's Manteca and Madera offices and a senior project manager in the water and wastewater group. In these roles, he is responsible for specific projects as well as for the allocation of manpower and resources to projects. He is also responsible for client satisfaction with Nolte's services. He has been with the firm since 1984 and is fully knowledgeable of the capabilities of the entire organization.

Dave has been responsible for the design and construction of a number of trunk sewers, wastewater pumping stations, and force mains in Manteca, Sacramento, and West Sacramento. Pump station arrangements have included submersible along with wet well-dry well. Pumping equipment has been furnished with variable frequency drive with connected horsepower up to 200 horsepower. Trunk sewers have ranged in size from 15 to 54 inches. Force main sizes have varied from 12 to 18 inches.

#### Major Project Experience

**Pump Station Design Manual:** Preparation of comprehensive pump station design manual involving design criteria for 1-50 mgd pumping stations for large urban sanitation district - Sacramento, CA

**Cordova Sewage Pumping Station Upgrade and Expansion Project:** \$2 million rehabilitation of 10 mgd wastewater pumping station including pumping equipment replacement, diesel-driven units, and standby power - Sacramento, CA

**Manteca WQCF Influent Pump Station:** 20 mgd raw wastewater pumping station and screening facility - Manteca, CA

**Bridgeway Island Wastewater Pump Station:** 4.3 mgd wet well-dry well pumping station including standby power and odor control - West Sacramento, CA

**Manteca Stage II Pump Station Force Main:** Plans and specifications for \$1.0 million submersible pumping station located in high-end residential neighborhood and 15,000 feet of 12 to 18 inch force main - Manteca, CA

**Otay Valley Road Sewer Study:** Evaluation of sewerage alternatives, analysis of existing collection system to support a 300-acre development, (Walker Scott Properties) - Chula Vista, CA

**Manteca Stage I Pump Station:** Preliminary design report for 3.2 mgd submersible pumping station in residential subdivision - Manteca, CA

**Largo Wastewater Pump Station:** Plans and specifications for \$2.0 million wet well-dry well pumping station including standby power and odor control - West Sacramento, CA

**Manteca North and South Trunk Sewers:** Preliminary design of 95,000 feet of 15 to 60 inch trunk sewer - Manteca, CA

**Louise Avenue Sewer Pipeline Replacement Project:** Plans and specifications for emergency replacement of 24-inch sewer crossing of SR 99 - Manteca, CA

**Tara Park Wastewater Pump Station:** 4.2 mgd wet well-dry well pump station including standby power and odor control - Manteca, CA

**Crawford Road Pump Station Rehabilitation Study:** Assessment of 4.5 mgd submersible pumping station and identification of required improvements - Riverbank, CA



**O Street and McKinley Avenue Pump Stations Mini-Master Plan:**

Master plan for two 3.5 mgd sewage pump stations and associated dual 12-16 inch force mains - Lathrop, CA

**NPDES Permitting Assistance:** Preparation of NPDES permit application package for Phase III Expansion project. Manteca WQCF - Manteca, CA

**Manteca Wastewater Quality Control Facility, Phase III Expansion**

**Project:** Project manager for design of \$50 million expansion and upgrade of combined trickling filter-activated sludge plant - Manteca, CA

**City of Riverbank Wastewater Treatment Plant Upgrade and**

**Expansion Project:** Facility plan, project report, permitting assistance, and plans/specifications for aeration system improvements, headworks modifications, electrical upgrade, percolation pond expansion, and pond lining at this 1.5 mgd wastewater treatment plant - Riverbank, CA

**City of Escalon Wastewater Treatment Plant Expansion:** Plans and specifications for percolation pond expansion at 0.75 mgd wastewater treatment plant - Escalon, CA

**Manteca Wastewater Quality Control Facility, Land Application**

**Program:** Feasibility study and site evaluation for alternative 200-acre land application area - Manteca, CA

**Digester Replacement, California Men's Colony, San Luis Obispo:**

Predesign study and evaluation of alternatives to replace 40-foot diameter anaerobic digester at 1.25 mgd wastewater treatment plant - San Luis Obispo, CA

**Manteca Wastewater Quality Control Facility Master Plan:** Facility plan and implementation schedule for 6.87 mgd wastewater treatment plant designed to expand to 9.87 mgd, including solids handling and river outfall improvements - Manteca, CA

**Sewage Treatment Plant Modifications, Marine Corps Base, Camp**

**Pendleton:** Facility plan, permitting assistance, and detailed engineering for \$17 million of treatment plant revisions including pipelines, pump stations, and rapid infiltration basins - Oceanside, CA

**City of Riverbank Treatment Plant Capacity Study and Master Plan:**

Evaluation of historical wastewater loads, cannery flows, and available treatment capacity in the aerated ponds and development of 20-year master plan - Riverbank, CA



## Firm Description

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Since 1986, BAE has focused on The Economics of Place™, providing comprehensive real estate and urban development services to public, private, non-profit, and institutional clients throughout the U.S. Our projects reflect our commitment to excellence, stewardship of communities and resources, and dedication to the future of our places.

BAE's experience spans statewide policy studies to local development projects. Based in Berkeley, California, with additional offices in the Sacramento region, Boston, and Washington D.C., we translate the best national practices into local solutions to enhance communities and neighborhoods.

Our expertise includes:

- Development Feasibility
- Redevelopment & Revitalization
- Affordable Housing
- Economic Development
- Public/Private Transactions
- Community Facilities
- Public Finance
- Economic Impacts
- Place and Site Marketing
- Litigation Support

We have also developed unique expertise in non-place aspects of urban development including sustainability, technology transfer, targeted industry studies, child care, and social services.

Our key asset is our highly-skilled core team of staff members who have worked together for many years. Collectively, we bring our training in real estate development, city planning, geography, economic development, marketing, and public policy to every engagement. Many BAE staff are expert in community involvement and strategic planning, while others excel in technical analysis and the application of GIS to urban problems. We pioneered the use of survey research to target urban housing products, and we have provided real estate advisory services to some of the largest revitalization efforts in the U.S.

The outstanding quality of our work has been recognized by the American Planning Association (APA) and the National Association of Installation Developers (NAID) through numerous awards for excellence. The *San Francisco Business Times* has recognized BAE as one of the 100 Largest Women-Owned Bay Area Businesses each year since 2000.

**BAE AWARDS FOR EXCELLENCE**

**Coyote Valley Vision (2004)**

*Northern California Section, American Planning Association*

**Livermore General Plan (2004)**

*Northern California Section, American Planning Association*

**Presidio Trust Management Plan (2003)**

*National American Planning Association*

**NASA Research Park (2003)**

*Real Property Innovation, U.S. General Services Administration*

**Bay Area Smart Growth Strategy (2003)**

*Charter Award, Congress for New Urbanism*

**Interstate MAX Station Area Plan (2002)**

*Oregon Chapter, American Planning Association*

**Avila Beach Specific Plan (2001)**

*California Chapter, American Planning Association*

**NASA Research Park Economic Development Workbook (2000)**

*Northern California Section, American Planning Association*

**Woodland East Street Corridor Specific Plan (1999)**

*Sacramento Valley Section, American Planning Association*

**Stockton Waterfront Revitalization Strategy (1996)**

*California Chapter, American Planning Association*

**Sacramento Waterfront Specific Plan (1996)**

*California Chapter, American Planning Association*

**Presidio Main Post Marketing Campaign (1995)**

*National Association of Installation Developers*

**The California Affordable Housing Cost Study (1994)**

*California Chapter, American Planning Association*

**Downtown Lemoore Revitalization Plan (1994)**

*National American Planning Association*

**Downtown Larkspur Revitalization Plan (1992)**

*Northern California Section, American Planning Association*

**San Jose Housing Initiative (1991)**

*Northern California Section, American Planning Association*

## **Descriptions of Relevant Projects**

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*BAE has served as the economics consultant for numerous General Plan Update projects involving background economic analyses in support of General Plan update processes, fiscal impact analysis for General Plan Alternatives, preparation of Economic Development Elements, Housing Elements, and public facilities financing strategies and plans. This includes studies for a number of other small to mid-sized northern California communities. Following are several examples:*

### **Newman General Plan Update**

*City of Newman, CA*

BAE is the economics subconsultant for this general plan update for a central valley agricultural town. To date, BAE has conducted an analysis of existing economic, demographic, and fiscal conditions. Future work will include a fiscal impact analysis for General Plan alternatives as well as a preferred alternative.

### **Truckee General Plan Update**

*Town of Truckee, CA*

BAE served as the economics consultant for the Town of Truckee General Plan Update. BAE provided analysis of economic conditions and trends, housing needs, and fiscal conditions. In addition to preparing the economic background report, BAE prepared the Housing Element and the Economic Development Element for the General Plan Update.

### **Livermore Vision Project & General Plan**

*City of Livermore, CA*

The City of Livermore, facing intensive debate surrounding its plans to annex land and develop substantial new housing, initiated the Vision Project to bring consensus to the community regarding future growth. BAE, as economic consultants to the Vision Project, administered and analyzed a 100 percent citywide survey of resident households; researched case studies of smart growth practices throughout the U.S.; conducted in-depth market studies of downtown, infill housing, and business parks; and analyzed citizen-created alternative development visions. This major effort attracted more than 400 residents to community workshops, resulting in a vision that led to a major overhaul of the City's General Plan. BAE subsequently assisted with General Plan formulation, including economic development and New Urbanist principles and land use analysis to guide revitalization of downtown and consolidation of employment centers. The Livermore Vision Project & General Plan received a *2004 Award for Excellence, Planning Implementation Small Jurisdiction* from the Northern California Section of the American Planning Association.

### **Windsor General Plan Economic Components**

*Town of Windsor, CA*

BAE served as the economics consultant on the team that prepared the first General Plan for the Town of Windsor, in Sonoma County. BAE's responsibilities included preparing the Housing Element, a public facilities funding strategy, and a fiscal impact analysis to analyze the Town's budget viability through General Plan buildout.

## **Tracy General Plan**

*City of Tracy, CA*

Tracy has a longstanding image as a rapidly growing suburban community near the Bay Area. As part of its General Plan update, the City re-focused future planning on a more pedestrian-oriented smart growth framework, including emphasis on its historic downtown and neighborhood villages. BAE analyzed the current parcel-by-parcel development pattern using assessor's parcel data, and evaluated the future demand for retail nodes within the urban village framework.

## **General Plan Pro-Forma Project**

*City of Rancho Cordova, CA*

BAE is serving as an economics consultant for the General Plan Pro-Forma project. This project is part of the process that this newly incorporated City is undertaking to establish its own General Plan, to plan to expand the City more than five-fold over the next 30 years. The goal of the General Plan pro-forma project is to use economic analysis to help shape the General Plan in a way that is responsive to market opportunities and also safeguards the City's fiscal security as it takes on considerable new service responsibilities, not only from service area expansions, but also from expanding the range of municipal services provided. BAE has assisted with the preparation of project-specific fiscal impact analyses as well as a General Plan-level fiscal impact model which is designed to evaluate alternatives. BAE has also conducted market analysis to provide projections of demand for retail, office, and industrial land uses, in order to fine-tune the General Plan land use mix.

## **Economic Development Strategy for Newly Incorporated City**

*City of Citrus Heights, CA*

BAE prepared a comprehensive economic development strategy for newly incorporated Citrus Heights in Sacramento County. The strategy involved an in-depth economic baseline study, including extensive primary and secondary data analysis to identify current conditions and the City's competitive niches within the larger region. Working with a public/private task force, BAE developed a three-pronged strategy to preserve and enhance the retail base, diversify the local economic base, and improve the quality of life to create a more attractive location for workers and businesses. BAE later served on the City's General Plan consultant team, and worked to ensure that the General Plan as a whole reflected key components of the Economic Development Strategy.

## **Davis General Plan Update**

*City of Davis, CA*

BAE prepared a comprehensive fiscal impact analysis for the General Plan Update that examined four alternatives and quantified General Fund fiscal impacts at buildout and for specific years during the interim period. The analysis identified structural problems with the City's long-term cost/revenue structure, and suggested City actions to ensure long-term fiscal health as new developments are approved. In addition, to assist the City with policy decisions regarding property annexations for R & D business park development, BAE's work included screening and evaluation of the fiscal impacts of three different peripheral business/R&D park proposals.

### **Pleasanton General Plan Update**

*City of Pleasanton, CA*

BAE conducted a comprehensive fiscal impact analysis, including projections of costs for all General Fund programs and services and revenues to be generated by residential, retail, industrial, and hotel land uses. The analysis featured an assessment of the sustainability of long-term public service provision, including an in-depth accounting of deferred expenditures and additional expenditures needed to fully fund current services. BAE also reviewed historic and expected revenue and expense trends to identify potential changes to the City's current revenue structure. The City of Pleasanton recently selected BAE to serve a similar role for their current General Plan Update.

### **Solano County Housing Element Update**

*County of Solano, CA*

BAE prepared the Housing Element Update for the Solano County General Plan, which includes involves primarily agricultural areas, but also includes a number of semi-rural unincorporated communities similar to some of the communities found in unincorporated City of Lathrop. BAE reviewed the performance of the prior housing element, conducted a detailed housing needs assessment based on current and projected conditions, collected input from a wide range of public stakeholders. BAE then drafted an updated set of housing policies and programs to address the housing needs and opportunities within the unincorporated area. This assignment included working closely with County staff and staff from the State Department of Housing Community Development in order to craft a Housing Element that would comply with State laws while also addressing local issues, needs, and priorities. BAE has recently been selected as part of a consultant team that will prepare a comprehensive General Plan update for Solano County.

*In addition to our work on the General Plan Update projects listed above, including the Tracy General Plan Update, BAE brings additional experience conducting economic analysis for projects located in the San Joaquin Valley region. The following examples illustrate a range of our experience:*

### **Stockton Waterfront Revitalization Action Plan**

*City of Stockton, CA*

BAE managed this planning process to revitalize Stockton's historic waterfront. BAE facilitated a 28-member Task Force to assess existing opportunities and identify barriers to redevelopment, leading to a set of alternative visions and development proposals. BAE then analyzed key proposals for economic and physical feasibility, organized several public workshops, and recommended a refined land use plan. To implement the vision, a wide variety of actions were formulated, including physical improvements, economic development strategies, and development strategies for key sites. This project received the 1996 American Planning Association Award for Excellence, *Implementation in a Large Jurisdiction*. Many features of the plan have been implemented, including the Weber Point Events Center and Plaza, the Hotel Stockton rehabilitation, and new sports and entertainment venues.

## **Economic Development Strategy**

*City of Tracy, CA*

The City of Tracy has long served as a bedroom community for commuters to the Bay Area, due to its relatively inexpensive housing stock. As the community has grown, it has developed a smart growth vision involving diversification of its economic base to minimize out-commuting. To implement this vision, BAE prepared an Economic Conditions Analysis, profiling Tracy's strengths, weaknesses, and economic development opportunities. In addition, BAE assisted with revision of marketing materials for the City's Economic Development Department. Working with the Economic Development Committee, BAE then developed a series of strategies to attract higher wage jobs to planned business parks, enhance the downtown, reuse obsolete buildings, and retrain the labor force.

## **Community Center Feasibility Analysis**

*City of Ceres, CA*

Working as part of a consultant team, BAE analyzed the economic and financial feasibility of converting a church acquired by the City into a multi-use community center. BAE's work included an analysis of the sources and uses of funds to complete project renovation. BAE also prepared a detailed estimate of operating revenues and costs, including operating and maintenance expenses; tenant and supplemental income, costs and revenues associated with city-sponsored programs; and facility rental income (e.g., banquets and meetings, kitchen rental). The objective of BAE's work was to realistically estimate the amount of General Fund support needed to augment other income and support planned programs and facilities.

## **Historic Landmark Marketing and Disposition**

*Stockton Redevelopment Agency, CA*

This project involved the marketing and disposition of a historic downtown landmark, Hotel Stockton, which was built as a hotel and converted to office space in the 1960s. Our work included formulation of a marketing strategy, identification of target markets, preparation of an extensive mailing list, preparation of eye-catching marketing materials, interaction with interested parties, and selection of a development group.

## **Elderly Housing Feasibility Study**

*City of Hughson, CA*

BAE conducted a market analysis and financial feasibility analysis for an elderly housing project in the City of Hughson. This study included a market analysis, an assessment of available community resources to support elderly housing, a detailed segmentation of demand for different types of elderly housing, and preparation of a pro-forma feasibility analysis to determine the subsidy needed to make the housing affordable to senior households with different income levels.

## **Economic Analysis of Port of Stockton Development Plans**

*Friends of Riviera Cliffs*

BAE assisted this community based group in its land use advocacy activities by providing an evaluation of the economic basis for the Port's plans to expand onto the former Rough and Ready Island naval depot. BAE analyzed job creation, market demand, and the potential for the development project to create "living wage" jobs for residents of the Stockton area.



## **Qualifications of Key BAE Personnel**

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### ***Matt Kowta, M.C.P., Principal***

Matt Kowta will serve as BAE's project manager for this assignment. Mr. Kowta will be actively involved in all aspects of the project, including attending key meetings and presentations, directing and overseeing all BAE work on the project. He is the founder and manager of BAE's Sacramento area office, located in Davis. He specializes in revitalization and redevelopment, public finance, fiscal impact, affordable housing, and strategic economic development. Through his work, Mr. Kowta has pioneered innovative techniques in economic analysis to meet the challenges of contemporary urban development. Prior to establishing BAE's Sacramento Region office in 1995, Mr. Kowta worked for over four years in BAE's Berkeley office. His involvement in projects extends throughout the Sacramento Region and the Central Valley, the Bay Area, and elsewhere in California and the Western U.S.

Mr. Kowta's work includes providing economic analysis in support of numerous General Plan projects, including Rancho Cordova, Davis, Pleasanton, Truckee, Citrus Heights, Rancho Cordova, Newman, and Windsor. He has extensive managing and preparing all three types of economics studies envisioned for the Lathrop General Plan Update, including economic background studies, fiscal impact analyses for General Plan alternatives, and General Plan Economic Development Elements.

Mr. Kowta earned a B.A. in Geography from U.C.L.A. and an M.C.P. from U.C. Berkeley. He has lectured at U.C. Berkeley, and has been a featured speaker for U.C. Davis, the California Downtown Association, the California Local Agency Formation Commission, and the Urban Land Institute Real Estate School. He is a member of professional organizations including the Urban Land Institute, the American Planning Association, the International Economic Development Council (IEDC), and the California Association for Local Economic Development. Mr. Kowta serves as President of the Davis Downtown Business Association, the managing entity for the City of Davis' Main Street program.

### ***Sherry Okun, M.A., Associate***

Sherry Okun will assist Mr. Kowta with all aspects of the project and serve as a day to day manager of BAE's own internal work efforts. She will also lead BAE's work on the fiscal impact analysis portion of the project. Ms. Okun specializes in economic impacts analysis, market analysis, and public finance. She has researched potential funding sources for public improvements along the Sacramento Riverfront, conducted dual fiscal impact analyses for two master planned communities proposed in Vacaville, and updated of a public facilities financing plan for an 823-acre mixed-use development. She is currently working on an economic analysis of build alternatives on top of the planned decking of Interstate Highway 5 in Downtown Sacramento. In addition, Ms. Okun is projecting the cumulative fiscal and economic impacts of a proposed Indian gaming casino in Rohnert Park, California. Ms. Okun has extensive knowledge of the IMPLAN input-output model, which uses county specific industry relationship matrices to estimate the economic multiplier effects of proposed projects.

Prior to joining BAE, Ms. Okun held positions in economic research with the Federal Reserve Bank of Atlanta, the Georgia State University Economic Forecasting Center, and a concert

promotions firm. Ms. Okun received her Bachelor's Degree in Economics from Georgia State University and her Master's in Economics at California State University, Sacramento.

***Keren Costanzo, M.R.P., Associate***

Keren Costanzo will serve as project staff for this assignment, focusing on the background economic analysis as well as the Economic Development Element portions of the project. She specializes in economic development, economic impact studies, and community development. Currently, she is working on a pro-forma economic impact analysis of proposed affordable housing policies for the Town of Truckee, helping Town policy makers strike a balance between community benefits and financial feasibility for developers. She is also assisting with a market analysis for a proposed regional shopping center in the rapidly-growing North Natomas area in Sacramento. Keren utilizes state-of-the art tools and databases, such as input-output models and geographic information systems, along with various primary research methods to provide clients with both quantitative and qualitative analysis of challenging issues.

Prior to joining BAE, Keren worked with a university research center focused on economic development issues. While there, she authored several economic impact reports, as well as industry cluster studies and workforce assessments. She also worked as an economist for the U.S. Bureau of Economic Analysis preparing state and local transfer payment data. In this role, she conducted primary and secondary data research, and investigated new data estimation methodologies. Keren earned a B.A. in Economics and International relations from American University and a Masters in Regional Planning with specializations in economic development and community economic development from the University of North Carolina, Chapel Hill. Her Master's Project investigated the role of community development organizations in providing Islamic financing options to the Somali immigrant community in the Twin Cities.

***Patrick McLaughlin, Analyst***

Pat McLaughlin will provide economic research and analysis to support BAE's work on the General Plan Update project. Recently, he has conducted market research in support of a downtown revitalization project in Rocklin, analyzed the fiscal viability of a proposed fire district annexation in the Truckee/Donner area, and researched housing needs in Fresno County. Currently, he is assisting with the completion of a market analysis for a retail center in Mariposa County and he recently prepared background economic information for the Newman General Plan Update and conducted market research for the Rancho Cordova General Plan Pro-Forma. Mr. McLaughlin received a B.A. in Economics and Political Science from University of California, Davis.

## **References**

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### **Rancho Cordova General Plan Pro-Forma Project**

Pam Johns, General Plan Manager  
City of Rancho Cordova  
(916) 361-8384

### **Solano County Housing Element**

Harry Englebright, Principal Planner  
County of Solano  
(707) 784-6765

### **Truckee General Plan Update**

Duane Hall, Town Planner  
Town of Truckee  
(530) 582-7820